

Overview and Scrutiny Management Board Agenda



Date: Wednesday, 9 February 2022

Time: 5.00 pm

Venue: The Council Chamber - City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Martin Fodor, Geoff Gollop, Tim Kent, Brenda Massey, Graham Morris, Steve Pearce and David Wilcox

Issued by: Lucy Fleming, Head of Democratic Engagement

City Hall, PO Box 3399, Bristol, BS3 9FS

E-mail: democratic.services@bristol.gov.uk

Date: Tuesday, 1 February 2022



Agenda

1. Welcome, Introductions and Safety Information

(Pages 5 - 7)

2. Apologies for absence

3. Declarations of Interest

To note any declarations of interest from the Councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a **disclosable pecuniary interest**.

Any declarations of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

4. Minutes of the previous meeting

(Pages 8 - 13)

5. Chair's Business

To note any announcements from the Chair

6. Mayor's Forward Plan - Standing Item (for information)

(Pages 14 - 33)

7. Minutes from the WECA Overview and Scrutiny Committee - Standing item (for information)

8. Work Programme

To note the work programme.

(Pages 34 - 39)

9. Public Forum

Up to 30 minutes is allowed for this item

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to



scrutiny@bristol.gov.uk and please note that the following deadlines will apply in relation to this meeting:-

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on **Thursday 3 February**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on **Tuesday 8 February**.

10. Bristol Holding Group Limited Company Business Plans for 2022/23

Appendices

(Pages 40 - 162)

Appendix A: Bristol Waste Company Limited

Appendix B: Goram Homes Limited

Appendix C: Bristol Holding Limited

11. Exclusion of Press and Public

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12A of the Act.

12. Bristol Holding Group Limited - Exempt

Appendices

(Pages 163 - 172)

Appendix E: Bristol Waste Company (Exempt)

Appendix F: Goram Homes (Exempt)



Public Information Sheet

Inspection of Papers - Local Government (Access to Information) Act 1985

You can find papers for all our meetings on our website at www.bristol.gov.uk.

Changes to how we hold public meetings

Following changes to government rules, public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

COVID-19 Precautions at City Hall (from July 2021)

When attending a meeting at City Hall, COVID-19 precautions will be taken, and where possible we will:

- Have clear signage inviting you to check in to the venue using the NHS COVID-19 app or record your contact details for track and trace purposes.
- Provide public access that enables social distancing of one metre to be maintained
- Promote and encourage wearing of face coverings when walking to and from the meeting
- Promote good hand hygiene: washing and disinfecting hands frequently
- Maintain an enhanced cleaning regime and continue with good ventilation

COVID-19 Safety Measures for Attendance at Council Meetings (from July 2021)

To manage the risk of catching or passing on COVID-19, it is strongly recommended that any person age 16 or over attending a council meeting should follow the above guidance but also include the following:

- Show certification of a negative NHS COVID-19 lateral flow (rapid) test result: taken in the 48 hours prior to attending. This can be demonstrated via a text message or email from NHS Test and Trace.
- An NHS COVID-19 Pass which confirms double COVID-19 vaccination received at least 2 weeks prior to attending the event via the NHS App. A vaccination card is not sufficient.
- Proof of COVID-19 status through demonstrating natural immunity (a positive NHS PCR test in the last 180 days) via their NHS COVID-19 pass on the NHS App.
- Visitors from outside the UK will need to provide proof of a negative lateral flow (rapid) test taken 48 hours prior to attendance, demonstrated via a text message or email.

Reception staff may ask to see this on the day of the meeting.

No one should attend a Bristol City Council event or venue if they:

- are required to self-isolate from another country
- are suffering from symptoms of COVID-19
- have tested positive for COVID-19 and are requested to self-isolate



Members of the press and public who wish to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room due to the maximum occupancy of the venue.

Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.

Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to scrutiny@bristol.gov.uk.

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, it may be that only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.



During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.
- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

For further information about procedure rules please refer to our Constitution
<https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items). If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

The privacy notice for Democratic Services can be viewed at www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services



**Bristol City Council
Minutes of the Overview and Scrutiny
Management Board**



18 November 2021 at 5.00 pm

Members Present:-

Councillors: Tony Dyer (Chair), Martin Fodor, Geoff Gollop, Brenda Massey, Graham Morris, Steve Pearce(left at 6:20pm), David Wilcox, Alex Hartley and Paul Goggin

1 Welcome, Introductions and Safety Information

The Chair welcomed all attendees to the meeting.

1a Membership

Members noted that Councillor Carla Denyer had resigned from the Board and been replaced by Councillor Tony Dyer, who had been appointed as Chair at the Full Council meeting on 9th November 21.

RESOLVED; that the updated membership be noted.

2 Apologies for absence

Apologies for absence were received from Councillors Bradshaw and Kent, who were substituted by Councillors Goggin and Hartley respectively.

3 Declarations of Interest

There were no declarations of interest.

4 Minutes of the previous meeting

Members noted the minutes would be available at the next meeting.



5 Chair's Business

There was no Chair's Business.

6 Public Forum

The following public forum was noted, including answers to the questions, which can be found [here](#). There were no supplementary questions.

Statements

Ref	Name	Topic
S 1	Councillors John Goulandris and Henry Michallat	Clean Air Zone
S 2	Councillor Mark Weston	Clean Air Zone
S 3	Andrew Gale	Clean Air Zone
S 4	Frances Chesneau	Clean Air Zone
S 5	Ian Witherden	Clean Air Zone
S 6	Laura Miller	Clean Air Zone
S 7	Kristen Grayewski	Clean Air Zone

Questions

Ref	Name	Topic
Qs 1 - 2	Geoff Gallan, Chair, Totterdown Residents Environmental and Social Action (TRESA)	Clean Air Zone
Qs 3 - 4	Suzanne Audrey	Clean Air Zone
Qs 5 - 6	Gavin Spittlehouse, Bristol Clean Air Alliance	Clean Air Zone
Qs 7 - 9	Councillor Lisa Stone and Councillor Ed Plowden	Clean Air Zone



RESOLVED; that the public forum be noted.

7 Clean Air Zone

Members received a brief introduction from officers setting out the current position in relation to the Clean Air Zone for Bristol, following which they asked for additional details in a number of areas. The discussion was as follows;

- The implementation of the CAZ would lead to improvements in air quality overall, but additional specific measures, such as bus gates at Cumberland Road and on Park Street, were needed to ensure the requirements around compliance were met.
- The 'background levels' of air pollution would improve across the whole city following the implementation of the CAZ. However, in a few areas, the pollution levels may slightly worsen (although not exceed the legal limit), and the affected places would be kept under close review.
- £42m of investment would be made to support the implementation of the CAZ e.g., to fund vehicle upgrades, make adjustments to roads, and implement new bus ticketing arrangements. It was agreed that full details of the breakdown of funding, including any monies ring fenced for local residents, would be provided following the meeting.
- The current estimate for income in relation to the CAZ (from charges) was £18m over the first three years, which would reduce over time.
- The Government were providing financial support to the Council for schemes directly related to the implementation of the CAZ. Should the government's position change and more funding be provided then the Council could look at additional measures. However, a number of complimentary projects to improve sustainable travel in the city using other funding sources were also being implemented.
- The West of England Combined Authority had submitted their Bus Service Improvement Plan at the end of October 21 from which they were hoping to secure additional funding for upgrades across the region.
- A scheme to assist (primarily) residents earning less than £27,000 per annum would be in place to help with the purchase of replacement vehicles. Around £2,000 would be available as a grant, and £5,000 via a no interest loan. Residents would need to demonstrate that they were travelling into the zone to qualify.
- It was estimated that around 70% of vehicles would be compliant with the CAZ requirements at the time of implementation. Of the remaining 30%, some people would look to replace their vehicles (potentially using the grants/loans available) and others would change their behaviour.
- A one-year exemption for residents from the CAZ requirements had been agreed with the Joint Air Quality Unit (JAQU), so charges wouldn't be made until 2023.
- JAQU had a list of other authorised exemptions from the scheme e.g. blue badge holders and blue light vehicles. Several exemptions had also been agreed with all the hospitals in the CAZ to ensure



patients and visitors were not charged, which would be managed by each facility. Most other exemptions were local arrangements and therefore likely to be temporary (until December 2022).

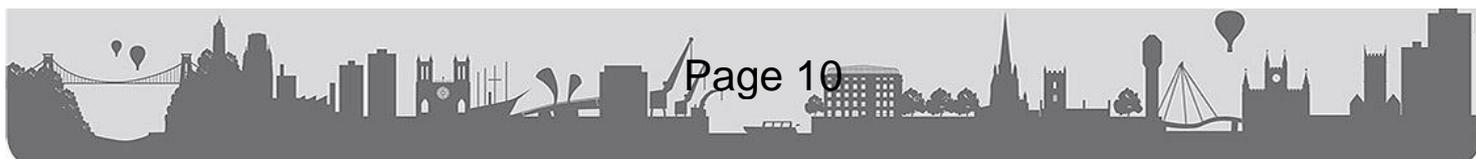
- The situation regarding hybrid vehicles had been considered and full details could be provided to Members following the meeting.
- When motorway closures were in place, the CAZ restrictions would be lifted. Hauliers would hopefully plan alternative routes where necessary.
- Signage would be in place at appropriate places to prevent issues, for example turning HGVs.
- Consideration was being given to ways to improve links between north and south Bristol, and additional funding was being sought for a support package.
- Bridge Valley Road was a wide gorge and therefore any additional pollution from non-compliant vehicles using the route would disperse quickly.
- Enforcement would be managed using Automatic Number Plate Recognition cameras and be overseen by the Council's traffic teams.
- The suggestion to involve residents in shaping amendments and mitigations to the scheme, potentially using the generated income, was noted. It was agreed that a further discussion could take place at the Overview and Scrutiny Management Board once the scheme was operational and evidence on potential impacts had been gathered.
- Whilst mitigations could be considered, it was important to note that JAQU had instructed the Council to proceed with the scheme as set out.
- The final Full Business Case for the Clean Air Zone would be published alongside the papers for the Cabinet meeting on 14th December 21.

Officers were thanked for their comprehensive response to queries from Members.

The Board agreed that a statement setting out their comments would be provided to the Cabinet meeting on 14th December 21 stating that;

At their meeting on 18th November 21, the Overview and Scrutiny Management Board received an update on plans for the implementation of a Clean Air Zone for Bristol. Members were broadly supportive of the scheme, however, requested that the Cabinet take the following points into consideration;

- *Members were concerned about the potential for displacement of air quality issues into the areas immediately adjacent to the Clean Air Zone. Whilst assurances had been provided that the affected parts of the city would be kept under close review, Members asked that this work be prioritised and that updates be provided to the Board in due course.*
- *The approach to enforcement was of interest to the Board and Members were keen to ensure that the arrangements worked well, and issues were swiftly resolved.*
- *It was positive to hear that several exemptions were planned as part of the Clean Air Zone, particularly in relation to patients and visitors to the hospitals. However, as some of these were temporary (due to expire in December 2022) Members agreed that additional consideration should be given to the impact of the scheme on residents. This was particularly the case for those on low incomes with work/caring/family commitments requiring them to frequently enter the CAZ (or move between the north and south of the city).*



- *Some details had been provided in relation to the funding arrangements for the CAZ, but Members requested additional information setting out how much was available and from which sources. Final details of the support package for residents should also be available as soon as possible to help those considering vehicle replacements to make informed choices.*
- *The positive net health benefits of the CAZ were important and should be communicated to residents more effectively.*
- *Members heard that several improvements were planned in relation to sustainable transport to complement the implementation of the Clean Air Zone, which were welcomed.*
- *Full details in relation to changes to road lay outs e.g., Cumberland Road and Park Street were requested as soon as possible.*
- *Some of the finer details of the scheme were not yet available and Members requested that information on those areas be provided at the earliest opportunity.*
- *Members were interested in the process for developing mitigations arising from the CAZ and requested that they be involved in shaping future amendments.*

RESOLVED; that a statement of comments from the Board in relation to the Clean Air Zone be referred for consideration by the Cabinet at the meeting on 14th December 21.

8 Work Programme

The Work Programme was noted. Members were advised that the items on the One City Plan and Bristol City Council's Business Plans would be scheduled in March 22 and agreed that an informal workshop to review the draft Business Plans would also be arranged. The Board noted that the provisional date for their meeting to consider the Companies Business Plans was 5pm on 9th February 22.

RESOLVED; that the Work Programme Updates be Noted.

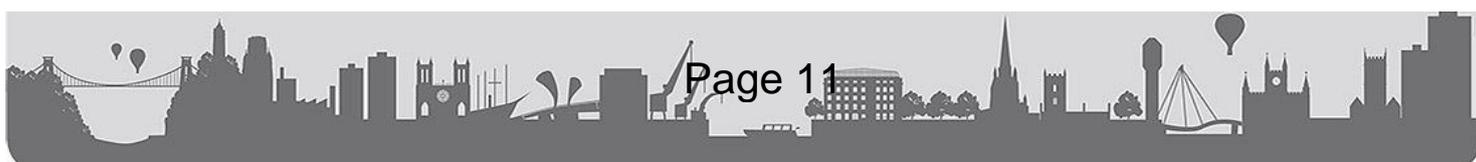
9 Mayor's Forward Plan - Standing Item

The updated Forward Plan was noted.

RESOVLED; that the Forward Plan be noted.

10 Minutes from the WECA Overview and Scrutiny Committee - for information (standing item)

Noted.



Meeting ended at 6:35pm

CHAIR _____



Forward plan



THIS DOCUMENT GIVES NOTICE OF
ANTICIPATED KEY DECISIONS TO BE TAKEN
AT CABINET AND OTHER MEETINGS

This update published 31 January 2022

Democratic Services

Contact: Corrina Haskins, Democratic Services Officer, email: corrina.haskins@bristol.gov.uk

BRISTOL CITY COUNCIL - FORWARD PLAN INDEX OF PROPOSED KEY DECISIONS

The Forward Plan gives notice of anticipated key decisions to be taken at Cabinet, Health and Wellbeing Board and Learning City Partnership Board meetings. It will be updated and published on the Council website www.bristol.gov.uk on a monthly basis.

Key Decision

Under the Council's constitution, the definition of a key decision is a decision which is likely to:

- 1) Result in expenditure of £500,000 or over.
- 2) Result in savings of £500,000 or over.
- 3) Be significant in terms of its effects on communities living or working in two or more wards in the city.

Non-key Decision

For additional information and completeness the Forward Plan also contains those items which are outside the definition of a key decision.

Cabinet Meetings

The Cabinet will normally meet once a month on a Tuesday. Meetings start at 4pm and are currently held at City Hall, College Green Bristol, BS1 5TR. Meetings of the Cabinet are open to the public with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information which will be identified in the Mayor's Forward Plan).

Reports submitted to the Mayor and Cabinet will be available on the council's website 5 clear working days before the date the decision can be made. If you would like a copy by email please contact democratic.services@bristol.gov.uk

Glossary:

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

APR15 Under the Council's Constitution if a key decision needs to be taken with less than 28 days' notice, it can still be taken under **APR15 – General Exception**, if it is impracticable to defer it until the next scheduled Cabinet meeting. The relevant Scrutiny Commission must be notified and the report published as part of the agenda 5 clear working days ahead of the Cabinet meeting

Description of Exempt Information :- England, Part 1 of Schedule 12A of the local Government Act 1972

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; Or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime.

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Cabinet Members

- Mayor Marvin Rees
- Councillor Craig Cheney – Deputy Mayor and Cabinet Member for Finance, Governance and Performance
- Councillor Asher Craig – Deputy Mayor and Cabinet Member for Children’s Services, Education and Equalities
- Councillor Don Alexander – Cabinet Member for Transport
- Councillor Nicola Beech – Cabinet Member for Climate, Ecology, Waste and Energy
- Councillor Helen Holland - Cabinet Member with responsibility for Adult Social Care and Integrated Care System
- Councillor Ellie King Cabinet Member with responsibility for Public Health, Communities and Bristol One City
- Councillor Tom Renhard – Cabinet Member for Housing Delivery and Homes

The City Council’s website www.bristol.gov.uk contains all supporting documents and decisions for formal meetings and lots more about the City Council.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Kathryn Archer, Sustainable Procurement Project Manager Kathryn.archer@bristol.gov.uk	Sustainable Procurement Policy Approve the adoption of a Sustainable Procurement Policy and list of environmental requirements for tenders. Open	Cabinet 8 Feb 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Yvonne Dawes, Head of Statutory Registration yvonne.dawes@bristol.gov.uk	Expansion of Flax Bourton Mortuary Deceased Storage To accept capital contributions from partner local authorities and take all steps required to extend the Flax Bourton mortuary body storage area. Part exempt 3	Cabinet 8 Feb 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Michael Pilcher, Chief Accountant michael.pilcher@bristol.gov.uk	Budget Monitoring Outturn Report P9 To provide an update to Cabinet for period 9. Open	Cabinet 8 Feb 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Guy Fishbourne, Sports and Physical Activity Development Manager guy.fishbourne@bristol.gov.uk	Leisure Investment and Procurement Strategy To approve the recommended investment options and the overall procurement strategy for new management arrangements to be in place by	Cabinet 8 Feb 2022	Mayor	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>April 2023.</p> <p>Part exempt 3</p>			
<p>Penny Germon, Head of Service Neighbourhoods and Communities penny.germon@bristol.gov.uk</p>	<p>Community Resilience Fund To approve implementation of a new grant fund which will build city resilience by growing the power of communities experiencing the greatest inequality.</p> <p>Open</p>	<p>Cabinet 8 Feb 2022</p>	<p>Deputy Mayor with responsibility for Children’s Services, Education and Equalities</p>	<p>Communities Scrutiny Commission</p>
<p>Jonathan James, Head of Natural and Marine Services jonathan.james@bristol.gov.uk</p>	<p>Dynamic Purchasing System Contracts – Children’s Play and Natural Stone Walls To approve two four-year Dynamic Purchasing system (DPS) contracts (with multiple lots) for: 1) Children’s play and associated facilities – provision of equipment, materials, construction, maintenance, and inspection and consultancy services. 2) Natural stone walls and carved masonry – construction, repair and maintenance.</p> <p>Open</p>	<p>Cabinet 8 Feb 2022</p>	<p>Cabinet Member with responsibility for Public Health, Communities and Bristol One City</p>	<p>Communities Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Paul Sylvester, Rehousing Manager paul.sylvester@bristol.gov.uk	Protect and Vaccinate DLUHC Grant To approve the spend of Department for Level Up, Homes and Communities (DLUHC's) Protect and Vaccinate grant to provide accommodation until March 2022 for up to 50 people who are street homeless. Open	Cabinet 8 Feb 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Steve Ransom, Acting Head of Energy steve.ransom@bristol.gov.uk	Public Sector Decarbonisation Scheme Phase 3 To note the submission of a bid and seek approval to accept the Phase 3 of the Public Sector Decarbonisation Scheme for the heating system replacement of Blaise Primary and Dean Field Study. Open	Cabinet 8 Feb 2022	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Communities Scrutiny Commission
Jonathan James, Head of Natural and Marine Services jonathan.james@bristol.gov.uk	National Lottery Heritage Fund (NLHF) grant application for Stoke Park To approve a bid to the National Heritage Lottery Fund (HLF) for a grant to fund restoration work in Stoke Park.	Cabinet 8 Feb 2022	Cabinet Member with responsibility for Public Health, Communities and Bristol One City	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
Richard Fletcher, Parks Services Manager richard.fletcher@bristol.gov.uk	Bristol's Tree Planting Strategy To approve the development of a Tree Planting Plan and Tree Strategy to be adopted in April 2023 that sets out the council's approach to significantly increasing the city's tree canopy coverage on its land and on the adopted highway. Open	Cabinet 8 Feb 2022	Cabinet Member with responsibility for Public Health, Communities and Bristol One City	Communities Scrutiny Commission
Elaine Olphert, Head of Housing Delivery elaine.olphert@bristol.gov.uk	Project 1000: Affordable Housing Delivery Plan 2022-2025 To seek approval to adopt and implement Bristol City Council's Project 1000: Affordable Housing Delivery Plan 2022-2025. Open	Cabinet 8 Feb 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Growth and Regeneration Scrutiny Commission
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	Home to School Travel DPS Framework Re-commission To seek approval for a new Home to School Travel DPS framework to open transport tenders up to	Cabinet 3 Mar 2022	Deputy Mayor with responsibility for Children's Services, Education and	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>more providers, consultation on travel policy to introduce independent travel training and recommendations for service delivery based on modelling of children and their needs attending different settings.</p> <p>Open</p>		Equalities	
<p>Patricia Barry, Interim Director: Property patricia.barry@bristol.gov.uk</p>	<p>Restructure of the lease of the Mill Youth Centre, Easton To seek approval for the restructure of the lease of the Mill Youth Centre to Empire Fighting Chance, and authorise regrant of the lease.</p> <p>Part exempt 3</p>	<p>Cabinet 3 Mar 2022</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Growth and Regeneration Scrutiny Commission</p>
<p>Patricia Barry, Interim Director: Property patricia.barry@bristol.gov.uk</p>	<p>Astry Close - Community Led Housing To approve the disposal of land at Astry Close at less than best consideration for the development of community led housing and authorise the agreement of the terms of a lease at an undervalue.</p> <p>Part exempt 3</p>	<p>Cabinet 3 Mar 2022</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Growth and Regeneration Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Steve Ransom, Acting Head of Energy steve.ransom@bristol.gov.uk	<p>Carbon Reduction Projects To seek approval to (if successful) accept Sustainable Warmth Grant (HUG 1) funding and to bid for, accept, and spend any additional funding or extensions offered on the Sustainable Warmth Scheme.</p> <p>Open</p>	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Communities Scrutiny Commission
Paul Sylvester, Rehousing Manager paul.sylvester@bristol.gov.uk	<p>Homelessness Prevention Grant 2022/23 To seek approval to spend Bristol's Homelessness Prevention Grant 2022/23 allocation.</p> <p>Open</p>	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Fiona Lester, Head of Housing Management and Estates Fiona.Lester@bristol.gov.uk	<p>Rental Income and Arrears Management Policy To seek approval of the Rental Income and Arrears Management Policy for Bristol City Council residents.</p> <p>Open</p>	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
<p>Fiona Lester, Head of Housing Management and Estates Fiona.Lester@bristol.gov.uk</p>	<p>Housing Revenue account (HRA) Debt Write Off To seek approval to write off former tenant debts held on CIVICA CX which are over three years old.</p> <p>Open</p>	<p>Cabinet 3 Mar 2022</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Communities Scrutiny Commission</p>
<p>Elaine Olphert, Head of Housing Delivery elaine.olphert@bristol.gov.uk</p>	<p>Goram Homes - Pipeline of Housing Development Sites To note the update on the current status of the sites previously approved for transfer to Goram Homes and to approve the transfer of a number of additional housing delivery sites to Goram Homes.</p> <p>Part exempt 3</p>	<p>Cabinet 3 Mar 2022</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Growth and Regeneration Scrutiny Commission</p>
<p>Jon Finch, Head of Culture and Creative Industries Jon.Finch@bristol.gov.uk</p>	<p>Museum Estate and Development Fund (MEND) To seek approval to accept and spend (subject to award) funding from the Museum Estate and Development Fund (MEND).</p> <p>Open</p>	<p>Cabinet 3 Mar 2022</p>	<p>Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Growth and Regeneration Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
John Roy, Group Manager – Transport Assets john.roy@bristol.gov.uk	<p>Metrobus Upgrade Package To seek approval in relation to grant funding from the West of England Combined Authority (WECA) for improvement works, authorisation for use of the Metrobus budget and note measures to improve delivery of capital programmes within City Transport and Highways & Traffic Services.</p> <p>Part exempt 3</p>	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Transport	Growth and Regeneration Scrutiny Commission
John Smith, Director: Economy of Place john.smith2@bristol.gov.uk	<p>Joint Development and Land Agreement for Engine Shed 2, Temple Gate and Station Approach To seek approval and authorisations for land acquisition related to a Development and Land Agreement (JDLA) for the development of Engine Shed 2, Temple Gate (formerly Temple Square) and the purchase of Station Approach, including grant funding sought for Engine Shed 2 via the West of England Joint Committee.</p> <p>Part exempt 3</p>	Cabinet 3 Mar 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Thomas Jarvis, Learning City Strategic Lead	<p>Holiday Activities and Food Fund 2022 To seek approval to accept and spend the grant</p>	Cabinet 3 Mar 2022	Deputy Mayor with responsibility for	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
thomas.jarvis@bristol.gov.uk	funding from the Holiday Activities and Food Fund 2022. Open		Children's Services, Education and Equalities	
Adam Crowther, Head of Strategic City Transport adam.crowther@bristol.gov.uk	Portway Park & Ride Car Park Expansion To seek approval to submit a funding bid and Full Business Case to the West of England Combined Authority (WECA), to deliver the expansion of the Portway Park & Ride Car Park by March 2023 and if successful, to authorise the delivery of the scheme. Open	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Transport	Growth and Regeneration Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	P10 Budget Monitoring Report Open	Cabinet 3 Mar 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Tim O'Gara, Director - Legal and Democratic Services	Bristol Holding Limited Group Company Business Plans 2022/23	Cabinet 3 Mar 2022	Deputy Mayor with responsibility for	Overview and Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
tim.ogara@bristol.gov.uk	<p>To approve the 2022/23 Business Plans for the Bristol Holding Limited Group of companies.</p> <p>Part exempt 3</p>		Finance, Governance and Performance	Management Board
Hugh Evans, Executive Director: People	<p>Extension of the Memorandum of Understanding Bristol, North Somerset and South Gloucestershire Healthier together partnership</p> <p>To agree the extension of the Memorandum of Understanding for the Bristol, North Somerset and South Gloucestershire Healthier together Integrated care partnership.</p> <p>Non Key Open</p>	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Adult Social Care and Integrated Care System	Health Scrutiny Sub-Committee
Paul Sylvester, Rehousing Manager paul.sylvester@bristol.gov.uk	<p>Extensions for Young People's Housing & Independence Pathway contracts</p> <p>Approval to extend and vary the existing Bristol Youth MAPS (Mediation, Assessment, Prevention and Support), high support, medium high support and low support contracts.</p> <p>Open</p>	Cabinet 3 Mar 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	<p>Education Health Care Plans (EHCP) Additional Provision Framework Contract</p> <p>To approve the commissioning and establishment of a flexible framework of providers to deliver EHCP Additional Provision Services including therapies and learning support</p> <p>Open</p>	Cabinet 5 Apr 2022	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Lucia Dorrington, Deputy Director Commissioning lucia.dorrington@bristol.gov.uk	<p>Recommissioning of Care and Support Services in Extra Care Housing</p> <p>To seek cabinet approval to undertake a tender exercise to recommission and award contracts for commissioned Care and Support Services in Extra Care Housing Schemes in Bristol.</p> <p>Open</p>	Cabinet 5 Apr 2022	Cabinet Member with responsibility for Adult Social Care and Integrated Care System	People Scrutiny Commission
Paul Sylvester, Rehousing Manager paul.sylvester@bristol.gov.uk	<p>Rough Sleeping Initiative (RSI) Services 2022-2025</p> <p>To seek approval to submit a funding bid to the Department for Levelling Up, Housing and Communities (DLUHC) to reduce rough sleeping in the city for 2022/25 and to enter into a grant agreement to accept and spend the funding to</p>	Cabinet 5 Apr 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>reduce rough sleeping for 2022/25.</p> <p>Open</p>			
<p>Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk</p>	<p>City Funds Limited Partnership To seek approval to increase the term of the fund for the City Fund Limited Partnership from 10 years to 11 years</p> <p>Open</p>	<p>Cabinet Before 7 Jun 2022</p>	<p>Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Resources Scrutiny Commission</p>
<p>Jane Taylor, Employment and Skills Manager jane.taylor@bristol.gov.uk</p>	<p>Apprenticeship Commissioning To approve the new commissioning arrangements for apprenticeship training and assessment services</p> <p>Open</p>	<p>Cabinet Before 7 Jun 2022</p>	<p>Deputy Mayor with responsibility for Children’s Services, Education and Equalities</p>	<p>People Scrutiny Commission</p>
<p>Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk</p>	<p>Youth Zones - Full Business Case To seek approval for the business case and site for the Youth Zone in the South of the City including the lease of an asset for the duration of the project.</p>	<p>Cabinet Before 7 Jun 2022</p>	<p>Deputy Mayor with responsibility for Children’s Services, Education and Equalities</p>	<p>People Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
John Roy, Group Manager – Transport Assets john.roy@bristol.gov.uk	City Regional Sustainable Transport Settlement (CRSTS) 2022-2027 Open	Cabinet Before 7 Jun 2022	Cabinet Member with responsibility for Transport	Growth and Regeneration Scrutiny Commission
Guy Collings, Head of Insight, Performance and Intelligence Guy.Collings@bristol.gov.uk	Q4 Quarterly Performance Progress Report – Q4 2021/22 Non Key Open	Cabinet Before 7 Jun 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Guy Collings, Head of Insight, Performance and Intelligence Guy.Collings@bristol.gov.uk	Q3 Quarterly Performance Progress Report – Q3 2021/22 Non Key Open	Cabinet Before 7 Jun 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	Q4 Corporate Risk Management Report 2021/22 Non Key Open	Cabinet Before 7 Jun 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Guy Collings, Head of Insight, Performance and Intelligence Guy.Collings@bristol.gov.uk	Business Plan and Performance Framework Non Key Open	Cabinet Before 7 Jun 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Tim Borrett, Director: Policy, Strategy and Partnerships tim.borrett@bristol.gov.uk	Consultation and Engagement Strategy 2021-24 Open	Cabinet Before 7 Jun 2022	Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Shaun Taylor, Highways Manager shaun.taylor@bristol.gov.uk	Street Lighting LED upgrade and CMS rollout To seek approval to spend allocated funding to procure and award the Bristol's LED (Light Emitting Diode) and CMS (Central Management System) street lighting contract. Open	Cabinet Before 7 Jun 2022	Cabinet Member with responsibility for Transport	Growth and Regenerations Scrutiny Commission
Adam Crowther, Head of Strategic City Transport adam.crowther@bristol.gov.uk	Defra Innovation Resilience Programme Fund To seek approval of a business case and authorisation to apply for, accept and spend grant funding to enter into contract(s) to deliver the proposals set out in the business case.	Cabinet Before 7 Jun 2022	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
Tom Gilchrist, Private Housing and Accessible Homes Manager tom.gilchrist@bristol.gov.uk	Gypsy, Travellers and Showpeople permanent sites To seek permission to approve the development of permanent Gypsy, Travellers and Showpeople sites. Open	Cabinet Not before 7th Jun 2022	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Abigail Stratford, Service Manager, Major Projects abigail.stratford@bristol.gov.uk	Whitehouse Street Regeneration Framework To seek approval of the Whitehouse Street Regeneration Framework. Open	Cabinet Not before 7th Jun 2022	Mayor	Growth and Regeneration Scrutiny Commission
Richard Fletcher, Parks Services Manager richard.fletcher@bristol.gov.uk	Response to Ash Dieback disease To approve the Council's approach to managing the immediate risk to people and property from trees affected by Ash Dieback and to take steps to ensure the environmental impacts are properly responded to including delivering a new tree planting programme.	Cabinet Not before 7th Jun 2022	Cabinet Member with responsibility for Public Health, Communities and Bristol One City	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			

Bristol City Council - Scrutiny Work Programme 2021 / 2022 (Formal Public Meetings)

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
July 2021				
19 th July, 5pm				12 th July, 5pm
Annual Business Report				City Leap
COVID-19 Update				Consultation and Engagement Strategy
Response to the independent review of Bristol's policies and actions for people with learning difficulties and autism				Clean Air Zone
Response to the Bristol Alternative Learning Provision review report				Performance Report Quarter 4 2020/21
School Places Provision				
Performance 20-21 Q4				
August 2021				
September 2021				
				20th Sept, 1pm
				Scrutiny Work Programme
October 2021				
				18th October, 2pm
				Corporate Strategy

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Corporate Performance Report Q1 (substantive discussion)
				Corporate Risk Report Q1
				Work Programme (including decarbonisation)
November 2021				
	23rd November, 5.30pm	16th November, 5pm	1st November, 4pm	18th November, 5pm
	Annual Business Report	Annual Business Report	Annual Business Report	Clean Air Zone
Page 34	Q1 Performance Report	Liveable Neighbourhoods <i>(Joint item with CSC)</i>	Finance Task Group - Update <ul style="list-style-type: none"> • MTFP • Capital Strategy 	
	Q1 Risk Report	High Streets Recovery	Council Tax Reduction Scheme (CTRS) (Cabinet Report)	
	Waste Strategy Action Plan – short update paper	Affordable Housing Delivery Plan	Procurement – discussion item only	
	Parks and Open Spaces Item: A) Parks and Open Spaces Strategy B) Future Parks	Q1 Performance Report	Finance Monitoring Report (Standing Item)	
	Bristol Leisure Services	Q1 Risk Report	Q1 Performance Report	
		Heat decarbonisation of the Welsman building (OED)	Q1 Risk Report	
			Budget Timeline (Summary of dates)	

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Scrutiny Work Programme	
December 2021				
13th December, 5pm				
Recruitment and retention – Adult Social Care				
Sufficiency of placements – children’s homes, foster carers.				
Contextual Safeguarding				
Performance (Q2)				
January 2022				
			25th January, 5pm	
			Budget Scrutiny Meeting (Part 1 of 2)	
February 2022				
	21st Feb, 3pm	28th Feb, 5:30pm	1st February, 3.30pm	9th February 22
	Keeping Bristol Safe Partnership (Keeping Communities Safe)	Temple Quarter/Temple Island	Budget Scrutiny Meeting (Part 2 of 2)	Companies Business Plans
	Trees Working Group Report	Western Harbour		

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
	Waste Strategy Action Plan	River Avon Flood Strategy		
	Citizens Services	Bristol Flood Risk Strategy (Statutory)		
	Q2 Performance Report	Q2 Performance Report		
	Q2 Risk Report	Q2 Risk Report		
March 2022				
7 th March, 10am	March / April (TBC)	Date TBC	TBC	March TBC
Adult Social Care Transformation Programme	Potential topics TBC: <ul style="list-style-type: none"> • Home Choice • Homelessness Prevention 	Highways Maintenance	Council Tax Reduction Scheme (CTRS) – potential further scrutiny March and May 2022	BCC Business Plans – (note – an informal workshop will take place prior – Feb/March TBC)
Transition between child and adult social care	Community Buildings Usage, Community Asset Transfers, Community Facilities	Strategic Transport Plans		Scrutiny Annual Report to Full Council
Sy Stephen Bubb Report – review and further response	Ecological Emergency Action Plan	Parking strategy and management of parking		One City Plan
Written Statement of Action (SEND) – Progress				
Performance (Q3)				
April 2022				
	As above			Meeting Date TBC

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
Provisional items / to be scheduled				
Inclusive Mainstream Educational Practice – Possible Task & Finish group (March / Apr)	Housing Revenue Account (HRA) <i>(Possible Joint with G&RSC)</i>	Spatial Development Strategy	Finance Monitoring Reports (Standing Item)	Twice Yearly Risk Reports
LGA Peer Review – Child protection and children in need. Outcome and response (briefing to be scheduled February)	Area Committees	Bristol Beacon	Capital Spend against the Budget (end of year)	Gender Identity and Transition Policy (approx. March 22)
		Carbon Reduction	Quarterly Performance Reports	Quarterly Performance Reports
Page 37		Property Strategy and Community Buildings Usage <i>(possible joint item with CSC)</i>	Twice Yearly Risk Reports	Standing Items: <ul style="list-style-type: none"> • Forward Plan • Work programme • WECA- JS Minutes
				Digital Transformation Programme (DTP) March TBC
			Commercialisation & Income Generation	

Health Scrutiny	
Topic	Date
Health Scrutiny Committee (Sub-Committee of the People Scrutiny Commission)	
Children's Mental Health and Child and Adolescent Mental Health Services	Meeting 1 – 6 th December 2021, 10am
Community Mental Health Framework	
Healthy Weight	Meeting 2 – 14 th March 2022, 10am
Urgent and Emergency Care – Minors Programme	
System working and pressures - Status update	
AWP Patient reconfiguration – For Information	
To be Scheduled / Working Group	
Health Inequalities	
Joint Health Overview & Scrutiny Committee (JHOSC)	
Stroke Programme – substantial variation	Monday, 15 November 2021, 10.30am
Integrated Care System	

Overview & Scrutiny Management Board



9 February 2022

Report of: Director: Legal and Democratic Services

Title: Bristol Holding Group Limited Company Business Plans for 2022/2023

Ward: All

Officer Presenting Report: Shareholder Liaison Manager

Contact Telephone Number: 07469 029 460

Recommendations:

That the Committee review and provide comments on the Bristol Holding Group Business Plans 22/23 including that of Bristol Waste Company Limited, Goram Homes Limited and the parent company Bristol Holding Limited.

The significant issues in the report are:

Please see the content of the business plans, of Bristol Holding Limited (company number: 09485669), Bristol Waste Company Limited (company number: 09472624) and Goram Homes Limited (company number: 11597204) (the Bristol Holding Group). The Business Plans will be submitted for approval to Cabinet on the 3rd March 2022.



1. Summary

- 1.1 This report refers to the business plans which will be considered by Cabinet on 3 March 2021 for approval, they include a business plan for:
1. Bristol Waste Company Limited (company number 09472624) [Appendix A]
 2. Goram Homes Limited (company number 11597204) [Appendix B]
 3. Bristol Holding Limited (company number 9302408) [Appendix C]

2. Context

- 2.1 The council is the sole shareholder of Bristol Holding Limited (company number: 09485669), which in turn is the sole shareholder of a number of companies, including Bristol Waste Company Limited (company number: 09472624) and Goram Homes Limited (company number: 11597204) (the **Bristol Holding Group**). The Business Plans will be submitted for approval to Cabinet on the 3rd March 2022.
- 2.2 Shareholding is an executive function. The shareholder role in respect of the Bristol Holding Group has been delegated to the Deputy Mayor: Finance, Governance and Performance. The Deputy Mayor has reviewed the Business Plans for the Bristol Holding Group and has been advised in relation to them by the Shareholder Group. The Business Plans are now being presented for review by OSMB, prior to being recommended for approval at Cabinet on 3 March 2022.

3. Policy

- 3.1 **Bristol Waste's** business plan aligns with the Corporate Strategy's key theme of Environment and Sustainability by helping the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods.
- 3.2 **Goram Homes'** business plan supports the Corporate Strategy's Homes and Communities theme, by accelerating home-building in the city and increasing the supply of affordable homes and building resilient communities.
- 3.3 **Bristol Holding Ltd's** business plan aligns with the theme of Bristol City Council as a Development Organisation, contributing to the priority of Good Governance, and acting as One Council, ensuring that the companies are offering good value for money and adopting more consistent procedures and processes, with corporate support services that are the right size for the needs of the organisation.

4. Consultation

Each Company's Board has reviewed their business plan, and the Holding Company Board has met several times to review and consider them. The Shareholder Group convened on 17 January 2022 to review the Bristol Holding Group business plans.

Bristol Holding’s assurance overview on the Business Plans of BWC and Goram Homes is included at Appendix D.

5. Public Sector Equality Duties

- 5a) There are no specific Equalities Impacts related to the approval of the overarching business plans, however, where it is identified that specific initiatives might require an equalities impact assessment, the Council or Companies will carry out Equality Impact Assessments in relation to their impact on citizens and groups with protected characteristics.

Appendices:

- Appendix A. Bristol Waste Company Business Plan
- Appendix B. Goram Homes Business Plan
- Appendix C. Bristol Holding Ltd. Business Plan
- Appendix D. Bristol Holding Ltd. Assurance Overview on Business Plans
- Exempt Appendix E. Exempt appendix to Bristol Waste Business Plan
- Exempt Appendix F. Exempt appendix to Goram Homes Business Plan

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Report:

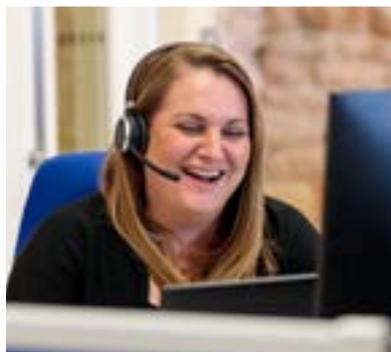
Bristol Holding Group Business Plans 21/22, Overview & Scrutiny Management Board, 25 January 2021

<https://democracy.bristol.gov.uk/documents/s56021/Bristol%20Holding%20Group%20Business%20Plans%202021%202022%20Cover%20Report.pdf>

Report:

Bristol Holding Group Business Plans, Cabinet, 9 March 2021

https://democracy.bristol.gov.uk/documents/s58234/0.%20FINAL%20Cabinet%20Report_Group%20Business%20Plans%20v%201%20CLEAN%20-%20HJ%20amend%20002.pdf



Business Plan

5 Year Business Plan 2022-2027

BRISTOL waste



DOCUMENT CONTROL

Issue No: 1

Date: January 2022

Document Title:
Business Plan 2022-27

Prepared For:
Shareholder

Contact:

Bristol Waste Company
Tony Lawless, Managing Director
Bristol Waste Company, Albert Road, Bristol, BS2 0XS

Tel: 01173 049 580 | **Mob:** 07825 007 726

Email: tony.lawless@bristolwastecompany.co.uk

BUSINESS PLAN 2022-27

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THINK SAFE
WORK SAFE
HOME SAFE

Executive
Summary



Our
organisation



Delivering
transformation



SHEQ



People



City waste,
recycling &
cleanliness



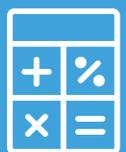
Commercial
waste



Workplace
services



Financial
plan



Exempt
appendices



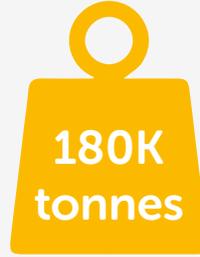


Impact Performance 2021

Each year we:



Clean off **6,000** instances of graffiti



Divert **180,000** tonnes of waste from landfill



Recycle **55,000** tonnes of waste

30%

Grown our commercial waste services by 30%, despite the challenges of attracting new business during a pandemic



Responded to **8,000** street cleansing job requests



687 streets engaged with (average of 13 per week)



Sold/diverted over **37,000** items from waste through our Reuse Shop



Created approx. **£20m** in social value for Bristol



Delivered **159,576** learning & development hours to our staff



Cleared **10,000** fly tip incidents (over 1,500 tonnes)



Recycled
500,000
disposal cups through
our #ForCupsSake
campaign



Ran 7 awareness raising
campaigns, including
the much-loved
#LitterHurts and
hard-hitting Operation
Waste Watch



Welcomed
4
apprentices



Diverted
4,000
litres of paint from the
waste stream and into use



Donated
2,900
items to charities
& organisations



Waste Nothing
Challenge won the
LARAC award for
'Best Waste Minimisation/
Prevention Project'

Finalists at National
Recycling Awards;
Bristol Life Awards
and Bristol
Post Awards

Established the
Clean Streets forum,
connecting active
residents with each
other and us

1,500
litter picking activities
supported



7,873
communications sent
to residents



Made
17 million
scheduled collections



Composted
25,000
tonnes of waste





ARC	Audit and Risk Committee
ARAC	Audit, Risk and Assurance Committee
ALB	Autumn Litter Blitz
BCC	Bristol City Council
BHL	Bristol Holding Limited
BICs	British Institute of Cleaning Science
BWC	Bristol Waste Company
CAFM	Computer Aided Facilities Management
CRM	Customer Relationship Management
DEFRA	Department for Environment, Food, and Rural Affairs
DRS	Deposit return scheme
EPDs	Elderly Persons Dwelling
EPR	Extended producer responsibility
ESA	Environmental Service Association
EV	Electric Vehicle
FM	Facilities Management
GBSC	Great Bristol Spring Clean
HRA	Housing Revenue Account
HRRC	Household Reuse and Recycling Centre
LARAC	Local Authority Recycling Advisory Committee
LTI	Lost Time Injury
MTFP	Medium Term Financial Plan
MRF	Materials Recycling Facility
NM	Near Misses
NSI	National Security Inspectorate
PD	Property Damage
POE	Project Operational Excellence
RDF	Refuse Derived Fuel
RTI	Road traffic incidents
SDGs	Sustainable Development Goals
SHEQ	Safety, Health, Environment and Quality
SMEs	Small to medium-sized enterprise
VCSE	Voluntary, community and social enterprise sector
WISH	Waste Industry Safety & Health Forum
WRAP	Waste and Resources Action Programme





Executive Summary

Our business plan for the next year and beyond is to develop Bristol Waste into a more agile, dynamic, high performing organisation, delivering excellent services and value for money to the citizens of Bristol. As we embark on a new chapter, we are committed to continuing to improve the quality of our services, the culture of the organisation and our support of the communities we serve.

Owned by Bristol City Council (BCC), we were established seven years ago to deliver essential waste and recycling services to the city, as well as generating growth and commercial opportunities. This plan sets out our vision and priorities for the next year and a five-year financial forecast to ensure we continue to deliver for Bristol, its communities, and the ambitions of BCC.

The last 12 months

Over the past 12 months we have made significant progress. Before looking ahead, we would like to take the opportunity to highlight some of the successes we have achieved:

In partnership with our shareholder, we have:

- rolled out a digital inclusion scheme with over 1,500 laptops refurbished and redistributed to those in need in Bristol
- taken 'Big Tidy' to 16 neighbourhoods including a focus on council estates in Hartcliffe, improving the cleanliness of the area for 782 residences
- supported city clean ups after city wide protests, with positive feedback from city leaders for our teams' efforts to return the city centre and college green to a clean state
- developed an industry leading reuse shop
- started construction on the new Household Reuse & Recycling Centre (HRRC) and Avonmouth Phase 2 - bringing a range of new facilities to improve waste separation and landfill reduction
- grown our commercial waste services by 30%, despite the challenges of attracting new business during a pandemic
- successfully taken over the first part of BCC's Facilities Management (FM) contract and welcomed 180 new staff to the company – helping BCC exceed targeted savings and improving service levels.

We are on target to achieve our financial return of £705k (forecast), and as part of this we have delivered savings and efficiencies of £2.5m (forecast) as committed to in the 2020/21 business plan.

The Covid-19 pandemic has tested us all in many ways, but we have been able to continue to deliver services safely, with the health and wellbeing of our staff and local communities our top priority. It meant working differently but we proved up to the task.

We should also recognise that there was a significant issue during the year with garden waste collections, which were suspended for 3 months. The nationwide shortage of HGV drivers combined with the 'pingdemic' impacted Bristol Waste and led to a deficit of trust between some areas of BCC and Bristol Waste.

REUSE

Rolled out a digital inclusion scheme with over **1,500 laptops** refurbished and redistributed to those in need in Bristol



Taken 'Big Tidy' to **16** neighbourhoods including a focus on council estates in Hartcliffe, improving the cleanliness of the area for **782** residences

Grown our commercial waste services by **30%**, despite the challenges of attracting new business during a pandemic



Developed an industry leading **reuse shop**

Executive Summary



Thanks to closer collaboration with our BCC Strategic Client in recent months we have reviewed our 2020/21 business plan and priorities, and adapted our approach for the coming year accordingly, including:

- changes to waste and cleanliness initiatives and deliverables to better reflect and align with the council's vision and draft 'Corporate Strategy 2022 – 2027'
- becoming more flexible and agile to ensure we are ready for new services.

BCC, our shareholder and client are at the centre of everything Bristol Waste sets out to achieve. We have common goals and success will be measured by our effectiveness in building a partnership based on trust, confidence and collaboration and a shared agenda that meets the council's financial and service delivery requirements.

We will continue building strong cross team working relationships with our BCC Strategic Client. Both parties now need to turn discussion into action and deliver effective and efficient decision making to ensure we achieve our joint goals and aspirations. This business plan sets out key activities that will drive and support positive change.

We want to play a leading role in the city to tackle the constant issues we face around waste, environment and equality, and we hope this plan demonstrates our commitment and passion to be part of the solution.

Health and safety

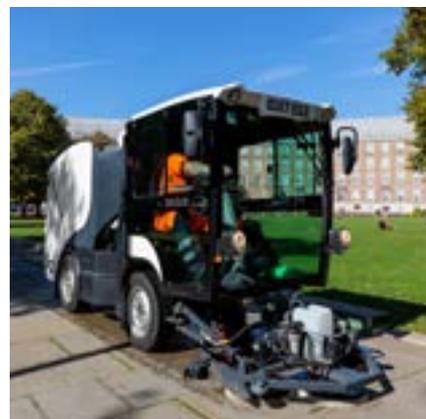
Our operations reach every household in Bristol, and the services we provide are very high profile. It is therefore imperative we do all we can to keep our employees safe and protect the environment and our surroundings. Health and safety has been a central focus in 2021/22 as the business navigated the challenges of the pandemic and adapted to keep everyone healthy and safe. Our Safety, Health, Environment and Quality Team (SHEQ) will continue to evolve, and we are committed to continuing our journey of improvement. Therefore, our priorities for the next 12 months are focused around preventing harm to people and the environment.

We have already implemented a range of improvements in the last year and retained all our ISO accreditations and standards. Equally, the Health and Safety Executive (HSE) are satisfied with our compliance. Despite the positive effort around improvements, the amount of change has had a negative effect on our health and safety results. With Covid-19 restrictions, congested city streets and increased tonnages, we have seen an increase in accidents and incidents.

Key challenges identified are:

- injuries within the workforce caused by slips, trips and falls
- manual handling
- vehicle or object related accidents
- Road Traffic Incidents (RTIs) caused by turning, reversing and narrow/tight spaces
- 340% increase in reported aggressive behaviour towards staff.

As safety is our number one priority, we are making changes next year to improve the management and structure of our SHEQ team which will provide more training and resilience throughout our business.





Executive Summary

Delivering transformation

As part of the change process, we are implementing 'Project Operational Excellence' (POE) which is about making a good business better, improving and innovating for change and helping Bristol Waste become more of a leader in the city. POE will ensure we have the organisation that enables Bristol to accomplish its aspirations to reduce waste, improve recycling, change residents' attitudes, and achieve clean streets - as well as develop its non-Teckal and workplace services businesses.

Bristol Waste needs to be better prepared and ready for change, always. We have faced several challenges in the past months:

- business growth
- an expanding portfolio
- economic challenges of Brexit and Covid-19
- struggles to attract and retain key employees
- the national HGV driver shortage.

To overcome future challenges, as well as deliver new opportunities, our focus is built on four core themes.

We have grown over the last five years, with a significant focus on efficiency which has delivered £8.45m in cost savings, with a further £3.1m planned in 2022-23. However, with the expansion and refocus of the business, we need to ensure there is appropriate strengthening and development of the management organisation, and a focus on becoming a more dynamic business, ready to deal with and overcome the challenges that will inevitably come our way.

Our four key transformation themes



Transparency

As a company we need to improve the way we do business to ensure we deliver against our objectives.

An open and transparent approach to communication (not only within Bristol Waste but also between Bristol Waste and its clients, customers and stakeholders), will be a major determinant of how successful we will be in our mission to transform the business.

Such an approach cannot just be about positive communications, we need to have the strength to be honest, share learnings in real time and be clear about what we are going to change as a result.

Our interactions with stakeholders will develop and be enhanced, we are appointing a new member of the senior leadership team who will have a dual focus on leading transformation activities and stakeholder management and relationships.





Executive Summary

City waste, recycling and cleanliness

As city leaders in the sector, we have a responsibility to unlock the potential of the circular economy and work towards net zero carbon. We are also uniquely placed to play a key role in making Bristol one of the best performing cities worldwide on street cleanliness, waste and recycling.

Like many other cities across the UK, we have seen changes to household waste and recycling volumes in the past 12 months, with a disappointing reduction in the city's recycling rate. Our waste to landfill percentage is still in single figures, averaging 8% over the last six months, and we have plans to further reduce this percentage over the next two years. Between April and November 2020/21 and 2021/22 residual household waste has increased by 6.5% (4,324 tonnes) whilst recycling tonnages have decreased by 7.5% (3,771 tonnes).

It's a problem facing other cities across the country, and we are in the process of researching both the composition of waste as well as the attitudes and behaviour of people when it comes to recycling. It is vital we take a leadership role in this issue and tackle it as a matter of urgency. Understanding the actions needed to change behaviours will form the basis of an action plan for improving recycling rates.

To develop this plan, we have worked very closely with the Strategic Client to give the council options for enhancing cleanliness standards, reduce waste and improve recycling rates in the city.

This is still work in progress; therefore, this business plan is based on the current services we offer in this area, with some enhancements that Bristol Waste are funding via efficiencies.

We are absorbing costs for the operation of the Hartcliffe HRRC, and you will see that the main council waste and cleanliness contract makes a small contribution over the life of this plan (£1.8m over 5 years) and will need to be subsidised by commercial waste and workplace services.

The enhancements we are proposing in this base business plan are not just about process changes and efficiencies, they also include a focus on 'village' based cleansing and collections that will:

- drive more pride and a sense of community
- refocus key Bristol Waste teams to tackle difficult areas and challenging problems e.g. the student move out.

Commercial waste services

The plan includes development of our commercial waste business which is currently delivering a modest profit and has a small, but growing, portfolio of customers. We will be recruiting a new Head of Business Development to ensure that we maximise opportunities. The plan includes profit growth of 56% over the five years.

Workplace services

Our workplace services have delivered well following a smooth transition from BCC and we now deliver cleaning and security related services for the council. 2022/23 will see the division focus on delivering an outstanding service for this core contract and position us to be ready to bid for future work from 2023/24 onwards.

Financial

Our five-year plan's financial goal maintains the monetary benefits we deliver to BCC as agreed in the 'Medium Term Financial Plan' (MTFP) and includes interest on debt, rebates and rent. We don't just deliver a financial benefit; we also deliver vital frontline services for the people of Bristol and provide significant social value (approximately £25m per annum).

This business plan delivers a profit for Bristol Waste of £705k in the next financial year, and over the five years a profit of £7.49m. The margin across the business is 1.3%, which is exceptionally low for a business of this scale and with the challenge of a volatile recycle market.

There are significant external cost pressures and in this plan we are including £3.1m of efficiencies and savings which equates to a saving of 7.4% for the main waste contract for next year. We also pay BCC for a range of other services and loan interest which, for the life of this plan, equates to £5.3m.

And finally

I would like to take this opportunity to publicly thank all our staff for their hard work and dedication during an incredibly challenging period. I recognise that delivering on this aspirational plan will require enormous commitment from our teams and I have every faith we can deliver for the people of Bristol.

Elaine Holt, Chair



Section 1: our organisation

Business overview

We are a Teckal company, wholly owned by Bristol City Council. The company employs over 800 local people and is responsible for:

- waste collection
- recycling and resource reuse
- street cleansing
- graffiti removal
- fly-tip removal
- bulky waste collection
- Bristol's Household Reuse & Recycling Centres (HRRCs)
- winter road maintenance
- community engagement and education
- integrated facilities management and workplace services.

We also undertake several non-Teckal activities such as commercial waste and facilities management that supports our Teckal activity.

Each year we:

- clean approximately **740 streets each day**
- divert **180,000 tonnes** of waste from landfill
- recycle **55,000 tonnes** of waste
- remove **6,000 pieces of graffiti** and remove **10,000 fly-tips**
- collect **4,500 tonnes of litter**
- recycle **500,000 disposable cups**
- reuse and divert **37,000 items from waste** through our Reuse shop
- make **17 million** scheduled collections
- provide cleaning and security services to over **450 Council owned buildings**
- provide waste and other services on a commercial basis to generate profit that is reinvested into the business.

Below is our current company vision and purpose. this will be reviewed and amended to reflect the business in 2022/23.

Our vision

To transform Bristol by creating a better city for everyone.

Our purpose

We are a service business focussed on delivering customer satisfaction.

Our values and behaviours

- we are **dedicated**: We strive to make a difference
- we are **curious**: We ask questions and explore possibilities
- we show **respect**: We treat each other fairly
- we take **ownership**: We accept personal accountability
- we are **collaborative**: We come together to reach shared goals
- we work **safely**: We embrace a culture of working together safely at all times.



Section 1: our organisation



Our operating principles

This year we are introducing some operating principles. As Bristol Waste is a growing business, we have developed these principles for the three divisions to shape the way they work across the company. These are in essence how the organisation will put its values into practice and get things done:

- we will safely deliver high quality services while we strive to deliver ever better service, we will continue to focus on safety as a core principle
- we will have a positive impact on Bristol
- the quality of our services, the culture of our organisation, our support of the community and our impact on the environment are the basis by which we are judged. All that we do is aimed at having a positive impact on Bristol
- we will grow from strong foundations and transform our business
- we will work to grow our service offering with our existing clients and to build new relationships. In parallel we will enhance our business operations to be more agile, responsive, and dynamic
- we will value the contribution of our people
- we will foster an environment of trust and respect. The success of our company depends on the commitment of everyone towards our goals
- we will remain profitable to sustain growth and provide return for our shareholder
- we will work to ensure that we deliver to all our shareholders' expectations including the financial return.

Our governance

Since 2015, BCC has been the sole shareholder of several companies, including Bristol Waste, with the aim of commercialising services and investing the profits back into the city. The council directly owns Bristol Holding Limited (BHL) which is the parent company for Bristol Waste Ltd, Goram Homes Ltd and Bristol Heat Network Ltd.

The council oversees the governance structure via this Shareholder Group, which takes a more strategic role. The overall performance of the Group is monitored at this board which provides advice on matters of strategic policy and significant business decisions.





Section 1: our organisation

Our governance (continued)

Bristol Waste works on a day-to-day basis with the council's Strategic Client who, with the Chair, oversees the partnership between BCC as commissioning client, and Bristol Waste as the service provider. The main function of the Strategic Client is to monitor delivery progress against agreed plans and ensure clear alignment with BCC strategic outcomes.

The Bristol Waste Board provides challenge, strategy, scrutiny and assurance. The skillsets of the Non-Executive Directors on the Board are aligned to these activities and early in 2022 an additional NED will be appointed to add more waste industry experience.

BHL as parent company provide scrutiny and assurance on topics such as Audit & Risk and Remuneration via the BHL Group Audit and Risk Committee (ARC) and the Group Remuneration Committee.

The governance structure of Bristol Waste is interlinked with BHL. The council is planning to carry out a governance review in 2022 to ensure that the arrangements for governing the BHL group are fit for purpose for the scale and scope of the group. This will follow any decisions that are made regarding the establishment of the City Leap Partnership. For Bristol Waste it is likely that we will see the role of the Strategic Client and Shareholder Group evolving further to ensure strategic objectives are being delivered by Bristol Waste.

Regular reporting is delivered to each of the governing bodies against agreed performance indicators, ensuring we all continue to work together and deliver for the people of Bristol.

Our contribution to Bristol

We recognise that we are one organisation in a complicated city ecosystem, where we need to work with partners and residents to make Bristol a cleaner, more sustainable city. Because of this we are a partner in the long-term 'One City Plan for Bristol'.



Our services connect with every resident in Bristol, and as city leaders in the sector we have a responsibility to unlock the potential of the circular economy and work towards net zero carbon.

We are uniquely placed to play a key role in making Bristol one of the best performing cities worldwide on street cleanliness, waste and recycling.

Bristol City Council, our shareholder and client are at the centre of everything we set out to achieve. We have common goals and success will be measured by our effectiveness in building a partnership based on trust, confidence, collaboration and a shared agenda that meets the council's financial and service delivery requirements.



Bristol City Council, our shareholder and client are at the centre of everything we set out to achieve.



Section 1: our organisation



One City aspirations



By 2050 Bristol will be a sustainable city with low impact on our planet and a healthy environment for all. (Bristol One City)

We are an inaugural member of the One City Environment Board, which leads on the delivery of the goals set out in the 'One City Plan' to help accelerate the city's progress towards environmental sustainability.

We are working with the council and partners to meet the city's aims; to minimise residual waste per person to less than 150kg by 2025 and to achieve 65% of household waste to be reused, recycled, or composted by 2025. We are also supporting the city to transition to a circular economy with a particular focus on reuse and repair.

Case study: the circular economy - bike reuse

Since opening the Reuse Shop at Avonmouth in 2020, we've had interest from customers wanting to buy second-hand bikes. To meet this demand, a bike workshop was set up behind Avonmouth Recycling Centre to repair and refurbish bikes brought to HRRCs. In addition, since 2018 more than 1,700 bikes have been donated to Bristol charities.

Four bike volunteers have been recruited and trained to date, and two members of the Reuse Team have undergone City & Guilds Level 2 training with Lifecycle.

In December 2021 the first bikes were put on the shop floor and are proving popular. In 2022-23 the plan is to expand the number of bikes available and sell component parts.



UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a framework for the major global challenges of economic, environmental, and social sustainability, which every country in the world has agreed to deliver by 2030.

Guided by the goals, it is now up to all of us to build a better future for everyone. Bristol is committed to delivering the SDGs locally – and we have committed to putting the SDGs at the heart of our company. That is why we have aligned our work projects and priorities to the SDGs. For more information about the SDGs and their targets please visit the UN [website](#).

One City Environmental Targets for 2025





Section 1: our organisation

Bristol City Council priorities

Bristol City Council’s draft corporate strategy 2022 – 2027 outlines five principles that influence everything they do:

Bristol City Council corporate strategy principles				
<p>Development and delivery</p> <p>Develop people, places and partnerships to improve outcomes. Deliver quality public services while releasing the expertise and resources of empowered communities, individuals, community groups and city partners to help shape and deliver city priorities.</p>	<p>Equality and inclusion</p> <p>Pro-actively and intentionally improve equality and inclusion across the city by designing it into everything we do. Work to make sure that everyone in Bristol feels they belong, has a voice and an equal opportunity to succeed and thrive.</p>	<p>Resilience</p> <p>Build Bristol’s city resilience through early intervention, minimising our contribution to future environmental, economic or social shocks and stresses. Build our ability to cope by learning from our past, taking a preventative approach and planning for long-term outcomes that support resilience.</p>	<p>Sustainability</p> <p>Tackle the Climate and Ecological Emergencies while inclusively growing the economy, maximising our positive environmental impacts and avoiding or mitigating negative ones wherever possible. Build our climate and ecological resilience.</p>	<p>World class employment</p> <p>Role model, influence and promote the highest levels and standards of employment. Work with partners to drive for workforces that reflect the population, and workplaces that are healthy and inclusive, offering a Living Wage as standard.</p>

As a wholly owned company of the council and key supplier we have considered these five areas carefully and are committed to delivering our work in a complimentary way.

Case study: sustainability

Bristol Waste is promoting the circular economy to tackle the Climate & Ecological Emergency through projects such as Electric Avenue.

Electric Avenue turned Black Friday green in 2021, when a pop-up shop gave unwanted electrical items a new home in a bid to inspire residents to be e-waste savvy.

The pop-up shop sold items which would otherwise have been thrown away. They were donated by households across Bristol and cleaned, repaired, safety checked and prepped for their new home by Bristol Waste.

The campaign was a pilot project run in partnership with environmental charity Hubbub and funded by Ecosurety. It aimed to show consumers the value of second-hand electricals, as well as highlighting the environmental impact of e-waste – one of the world’s fastest growing and most toxic waste streams.

As well as extending the life of electrical items, the project highlighted the value of the materials they contain, such as precious metals, which are finite resource that can be recovered in the recycling process.

We saw **985 visited** the pop-up shop, **332 items were rehomed** and **89% of people** said they learnt something new about reusing and recycling electrical items whilst visiting the shop.



Case study: resilience – responding to the pandemic

The global pandemic, Brexit and a national driver shortage brought challenges for the business, but by working robustly and collaboratively, we were able to maintain essential frontline services and keep staff and residents safe. We took learnings from this period and changed our working practices in response.

The impact of Covid-19 hit every area of our work; we saw a 20% increase in recycling and waste, material costs fluctuate, customers forced to close their doors and within the first 10 days of April 2020 we had collected as much glass as we usually do in a month. Our staff became the city’s unsung heroes, with residents clapping in the street and children placing posters of thanks in their windows. We echo that sentiment again now and applaud our teams for the dedication they have shown. Those behind-the-scenes steered the ship, ensuring everything ran smoothly and reassuring the public that we were still there for them.



Case study: equality and inclusion

Standing up to racism is not just important to us, it is essential. Some of the events that took place across the world, and in our city, last year prompted concerning conversations. As a company we were saddened to hear about the experiences of some of our black colleagues, who told us that racism can still be a part of their everyday lives, but thankful that space had been opened up for us to talk about it.

In response, we made a short film to make people think and help create a better, kinder, more tolerant city. It was made in collaboration with our Diversity & Inclusion Working Group and was led by the staff, **'In their own words'**. The film was well received by the staff and residents.

As a company we work hard to ensure diversity and inclusion is at the heart of everything we do. We have signed the Bristol Equalities Charter and want to ensure the pledges we made are making a difference. Our Diversity & Inclusion Group work with the company to review our policies, and with our staff to educate and support them in challenging racism whenever they see it. We are also rolling out a new training programme for every single staff member and have refreshed our Diversity & Inclusion Policy.

The BCC corporate strategy also identifies key themes:

Bristol City Council corporate strategy themes						
Children and young people A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.	Economy and skills Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.	Environment and sustainability Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.	Health, care and wellbeing Tackle health inequalities to help people stay healthier and happier throughout their lives.	Homes and communities Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.	Transport and connectivity A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.	A development organisation From city government to city governance - creating a focussed council that empowers individuals, communities, and partners to flourish and lead.

As a company we contribute towards economy and skills, homes and communities, and most significantly environment and sustainability. Bristol has set ambitious targets to decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future. The circular economy (of which waste and resources is a key part) is fundamental to meeting these ambitions.

The council has identified measurably cleaner streets and the city producing less waste as key success factors, alongside Bristol being carbon neutral.

We will commit to playing a key role with the council to:

- help meet the **'One City Climate Strategy'** ambitions
- ensure Bristol Waste is **carbon neutral for all emissions by 2030** and support the city to do the same
- create a cleaner city and be a key driver in **Bristol becoming a leader in reducing waste**
- help the city **reduce its consumption of products** and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods
- use waste to **create energy**
- work to deliver against the **'UN Sustainable Development Goals'**
- ensure we are **resilient to the effects of climate change**.



Section 1: our organisation

Bristol’s Waste agenda

Following the Mayor’s ‘Waste Summit’ in December 2021, we have committed to working with city leaders and stakeholders to change the way waste and the public realm is perceived, treated, and managed in the city.

Bristol Waste needs to be an integral part of the solution, in particular:

- evolving the approach from waste management to resource management
- being a key player in developing a holistic strategy that addresses waste and resources
- being a leader in effective and inclusive community engagement and education
- building and enhancing the new technology that we are introducing to see optimised collection methodologies
- helping the city, its residents, communities, and businesses to fully commit to a Circular Economy ethos.

Bristol Waste will be an active participant in the development of the City’s Resource Management Charter and we will work on a number of short term goals in the city such as activities around student changeover and a neighbourhood based approach to our street cleansing to ultimately delivery change in the city.

In line with ‘One City’ aspirations and our aspirations to integrate the UN SDGs throughout our ambitions, early in 2022-23 Bristol Waste will develop a comprehensive and reliable inventory of our greenhouse gas (GHG) emissions to enable us to track progress toward our climate goals. We are involved in the US SDG Ambition Accelerator programme and will be embarking on a 6-month journey to assess current performance, identify risk areas, discover new opportunities across business units and functions and take ambitious business action towards achieving the SDGs. Bristol Waste is committed to developing a plan to reduce carbon emissions and declaring a 2030 Net Zero ambition by the end of 2022-23. Bristol Waste will work with the Council to develop a Carbon Action Plan.

Strategic value

The creation of Bristol Waste in 2015 was a strategic decision by BCC to ensure the delivery of key waste services in the city after significant issues with the private sector supplier.

The business has grown and is now more diverse - delivering commercial waste services alongside the municipal waste contract and workplace services for the council.

The facilities management contract has already shown how savings and improved productivity can be implemented by working closely with the council. The facilities management contract for soft services will reduce the fixed price element of the works by circa £2.8m over the five-year agreed contract period. This is on top of any surplus generated by Bristol Waste which goes into service improvements or supports the overall contract.

There are many potential opportunities within the council where Bristol Waste could deliver the service, leading to operational improvements and additional surplus.

We propose working closer with the council to identify any areas which, if backed up by a robust business case, could be passported to Bristol Waste to operate.

As opportunities start to increase Bristol Waste and the council need to decide what benefits the city most – going out to the commercial market around Bristol or working together to get a joint benefit of a reduction in fixed contract spend along with an additional surplus to reinvest into key services for residents.



There are many potential opportunities within the council where Bristol Waste could deliver the service, leading to operational improvements and additional surplus.

Section 1: our organisation



How the shareholder can help our success

BCC, our shareholder and client are at the centre of everything Bristol Waste sets out to achieve. We have common goals and success will be measured by our effectiveness in building a partnership based on trust, confidence and collaboration and a shared agenda that meets the council's financial and service delivery requirements.

This business plan sets out Bristol Waste's commitments to its shareholder, and the key areas where the council can assist.

Waste & recycling

To deliver an ongoing improvement in Bristol's waste and recycling ambitions we need to ensure that the governance process between Bristol Waste and BCC balances the needs of city stakeholders, such as residents and the political leadership, with the operational and climate emergency requirements.

With all operational methodology changes requiring a full council authority process, this can limit the speed of possible changes, especially when it is aligned with the political timeline. The operational changes that are required to deliver a significant shift in behaviour sits within the control of the council, and finding a suitable decision pathway will be essential in 2022/23.

Teckal growth

As previously stated, we are open to taking on further areas of work with Bristol City Council, and initial conversations to understand opportunities have started. Senior stakeholders from both organisations need further discussions to understand Bristol Waste's potential offer and capability. A key enabling element is the relationship required between Bristol Waste and the council's procurement process and team. The outputs of the council's 'Common Activities' project and the move towards adopting a 'Corporate Landlord' approach which will generate risks and opportunities for Bristol Waste.

Social value

As a BCC owned company, creating positive social impact is at the heart of what we do. In 2021-22 we expect to deliver more than £25m of social value to Bristol. This will increase in 2022/23 with more local employment from our Workplace Services directorate and focus on initiatives for long term unemployed and underrepresented groups across the company. Our 'Social Value Programme' links to BCC goals in this area.

We want to meet the highest standards of social and environmental performance, public transparency and to build a more inclusive and sustainable economy. We will be aligning with 'B Corp Accredited Company' principles. This will enable us to verify the impact of our decisions on our colleagues, customers, suppliers, community and the environment.

We have also recently established a company 'Volunteering Action Group' to help to; improve culture, increase social responsibility, strengthen our corporate purpose and improve decision making across the organisation.

In 2021 Bristol Waste:



donated
150 bikes to
local charities
& organisations



donated **500**
mobility aids
to PhysioNet

- donated **2,900 items to charities & organisations** including St Mungos, Oasis, Bristol Brunel Lions, Baby Bank, Aid Box, Tutor Dr, Malcom X and St Peter's Hospice
- donated **45 items** to Bristol City Council Homelessness Prevention Team.



Section 1: our organisation

External environment

The below PESTEL and SWOT outlines the high-level external environment and situational assessment for Bristol Waste. We are currently operating in a changing external environment with lots of new legislation and ambitious city and UK targets to respond to.

PESTEL

<p>Political</p> <ul style="list-style-type: none"> • Gov focus on growth in response to Brexit and C19 • Environmental and zero carbon priorities growing in importance post COP 26 • Local authority funding under significant pressure • Local elections in 2024 • Local mayoral referendum in 2022 	<p>Economic</p> <ul style="list-style-type: none"> • Record levels of borrowing • High employment levels with skill shortages in some sectors • Higher wages, rising energy prices and supply chain constraints likely due to fuel inflation and Covid • Increasing pressure on funding local services • Protracted restructuring of UK economy post Covid 	<p>Social</p> <ul style="list-style-type: none"> • Pandemic accelerated societal changes such as home working • Increase in citizen's demanding change (equality and environmental) • Inequalities further exposed by pandemic • One City Plan and Approach brings together public, private, voluntary and third sector partners within Bristol to make Bristol a fair, healthy and sustainable city
<p>Technology</p> <ul style="list-style-type: none"> • Social media influencing political agendas • Rise of Artificial Intelligence presenting opportunity • Data increasing in importance (use, abuse, ownership) • Technology and robotics improving productivity and efficiency 	<p>Environment</p> <ul style="list-style-type: none"> • Climate and ecological emergency now discussed in mainstream • Rising levels of concern and engagement across society and governments • Increasing public awareness of recycling, plastic pollution and eco-friendly products • Ambitious local, national and global climate targets have been set (e.g. net zero carbon) • Bristol Clean Air Zone implemented by Summer 2022 	<p>Legal</p> <ul style="list-style-type: none"> • Approval of the Environmental Act in Nov 2021 will lead to new legislative changes in 2022 • Awaiting DEFRA responses to consistency of collections, EPR and DRS consultations • Gov consultation re security/ public spaces may lead to legislative changes • Increasing focus on worker rights • UK Legislation to be developed post Brexit • Continued need to manage data protection • Increasing use of environmental legislation to influence behaviour • Plastic tax in 2022

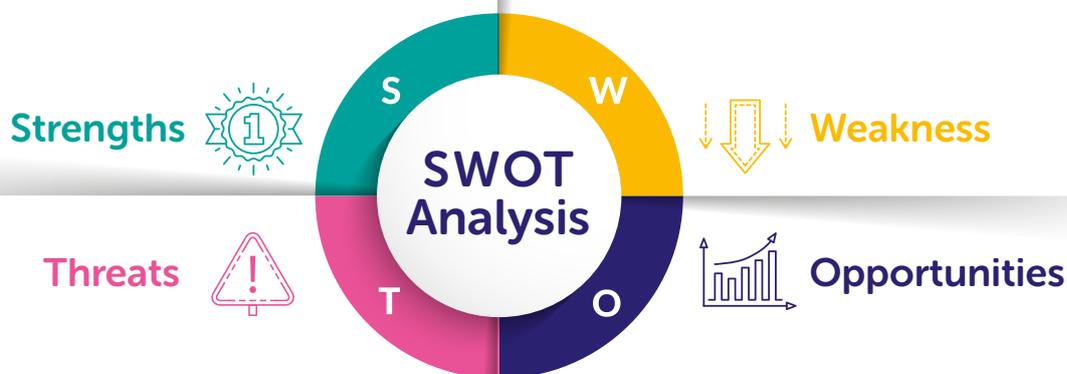
Section 1: our organisation



SWOT analysis

- Partnership with BCC stronger - open and transparent relationship after a difficult period
- Committed to investing in and providing agile, efficient operations to improve service delivery
- Investment in state-of-the-art fleet and plant equipped with smart technology
- Quality of our recycle materials and UK based processing network.
- Award winning Innovations, Communications & Reuse teams
- "Bristol" brand. Local base with local knowledge with all surpluses being reinvested for the benefit of the city
- Leading English core city for recycling
- Non teckal business continues to grow despite pandemic
- First transition of BCC FM services implemented successfully and expanding busines portfolio
- Opening new Hartcliffe HRRC in 2022

- Increasing pressure on costs:
 - Scarcity and competition for staff, particularly drivers
 - Supply chain costs
 - Local Authority finances
- Low levels of enforcement across the city
- Single point of failure for Albert Road baler facilities
- Management capacity
- Reduction in trust due to garden waste service suspension



- Longer term economic and societal impacts of Covid and Brexit
- Local Authority impacts from Covid and Brexit
- Recyclate market volatility
- Increasing competition in the marketplace
- Market value and market availability
- Further and additional Local and National legislation and regulation such as consistency of collections, DRS and EPR for waste
- Security providers operating in public spaces
- M & E recommendations following Grenfell Report II
- Unable to fully influence recycling headline rate.
- BCC / BWC alignment re service changes – balance to be found between financial, societal, environmental and political city needs residents

- Build on the BCC relationship with the new Strategic Client approach
- Avonmouth – space to improve waste mining processing facilities and add new waste resource income streams
- Lead behaviour change with residents on recycling and waste behaviour
- Play a leadership role in waste, cleanliness and recycling for visibly cleaner streets and to meet city environmental targets
- Commercial (Non-Teckal) growth for integrated waste services
- Investment in new systems, technology and processes to improve Integration and efficiency
- Growing reuse material streams and market demand
- Successful implementation of "The Village" approach in 2022 leading to:
 - improvements in cleanliness and waste service
 - improved community attitude to waste, cleanliness & recycling
- Implementation of range of enhanced services for BCC
- DRS and EPR to support service improvements for residents
- Maximise on data-led systems developed in 20/21 to drive service improvements/ innovations
- Potential new markets such as M&E



Section 1: our organisation

Key Strategic Risks

See below a high-level summary of the strategic business risks related to this business plan. These risks feed into our risk framework with appropriate mitigations.

Category	Key risk	Description
Operational/ delivery risks	High level of business change leading to capacity issues	Changes to services for waste/ cleanliness plus additional facilities management business.
	Inability to modernise business	Enhancements to process, people management required to ensure BWC is fit for the future.
	Buoyant employment market	Potential capability and people gaps impacting ability to deliver services.
	Inability to realise benefits from efficiencies	Significant embedded efficiencies not realised resulting in increased costs/ reduced income.
External events	Unforeseen events	There is a risk that a significant unforeseen event, such as a safety or an economic event impacts Bristol Waste's ability to deliver.
	External economic events	External events such as COVID, inflation and Brexit have greater or longer than anticipated impacts on the economy which has a knock-on effect in the business.
Health, safety and environment	HSE performance	A catastrophic incident may occur due to Bristol Waste activities e.g. single fatal event.
Bristol Waste impact on stakeholders and environment	Bristol Waste strategic management of stakeholders	Bristol Waste perceived not to listen to the views of the communities it delivers to, that it fails to deliver on its promises and that it lacks accountability for areas that are not Bristol Waste's responsibility. This could impact of BCC's reputation.
	Climate change challenges and sustainability goals	Post COP26 there is a greater pressure on sustainability goals. Bristol Waste's ability to influence and change resident and commercial business behaviour does not achieve recycling and waste reduction goals.
Market constraints	Market impacts	Significant income derived from recycle – prices driven by worldwide market conditions.
	Inflation	Labour/ materials/ supply chain costs increase.
	Attitudes to waste	Significant behavioural change does not take place to reduce waste tonnage/ increase recycling rates
Shareholder	Impact of timely decisions on Bristol Waste	There is a risk that slow decision making from BCC that could lead to new services not delivered and associated improvements to city cleanliness and recycling targets not being achieved.

See exempt appendix F for business plan risk register.

Section 1: our organisation



Key Performance Indicators

We have developed some corporate Key Performance Indicators (KPIs) that are summarised in the table below. There is more work to be undertaken to define the targets and this will be completed in due course. Underpinning these corporate KPIs are a full set of divisional KPIs that target all aspects of business delivery and performance.

nsu	SHEQ/ESG/ Financial / Delivery	Corporate Measure	21/22 YTD	22/23 Proposed	Likely to miss	At Risk	On target
1	Safety	RIDDOR Incidents					
2	Safety	Lost Time Injury Severity Rate					
3	Safety	Lost Time Injury Frequency Rate					
4	Social	Improved EDI Balance (combined performance of % women, % ethnic minorities)					
5	Social	Employee turnover %					
6	Social	Sickness %					
7	Environmental	% Waste to landfill					
8	Environmental	Household recycling %					
9	Environmental	Reduction in carbon emissions - Scope 1 (Scope 2 & 3 to be baselined in 22/23)					
10	Delivery	Delivery of business milestones					
10a		Achieve all milestones for BCC waste and cleanliness services					
10b		Achieve all milestones for FM business					
10c		Achieve all Project Operational Excellence milestones					
11	Delivery	Customer Satisfaction					
12	Financial	Budget Performance versus Plan					
13	Financial	Productivity/profit targets achieved					
13a		Net cost of waste collection per household (agree measure and baseline 22/23)					
13b		Net cost of recycling per household (agree measure and baseline 22/23)					
13c		Net cost of cleansing per XXXXX (agree measure and baseline 22/23)					
14	Financial	Average profit margin for non teckal business					
15	Financial	Delivery of planned efficiencies target £3.1m					
16	Social	Staff engagement survey response rate – greater than 70%					
17	Social	Staff survey engagement score greater than 70%					
18	Social	Percentage of acceptable clean streets across the city – Baseline in 22/23					
19	Social	Gap between 10% most deprived wards & city wide, recycling, waste and cleanliness – Baseline in 22/23					



Section 2: delivering transformation

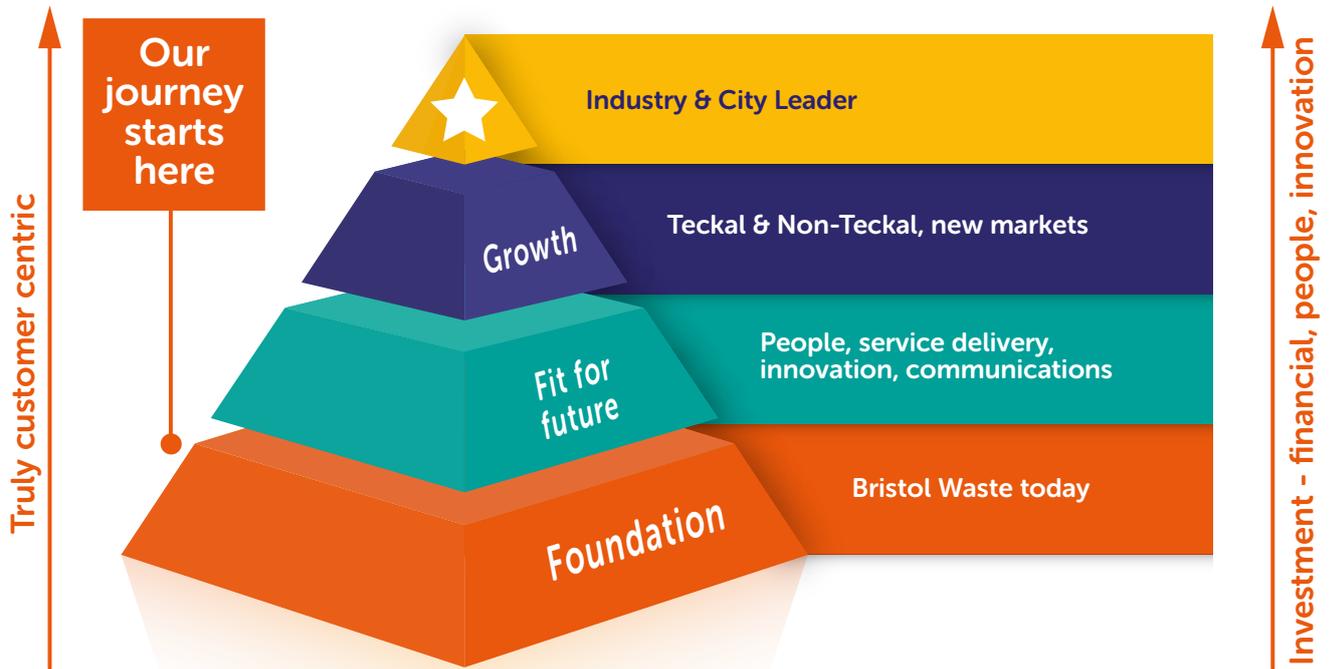


“We must be solutions focussed.”
(Marvin Rees, Mayor of Bristol, State of the City 2021)

Summary

Bristol Waste is still a relatively young organisation with a focus on delivering value for money and a good service for the city. The skills are within the workforce to deliver transformation - since 2018 we have adapted operations to deliver £8.5m of efficiencies, with a further £3.1m already planned and in delivery for 2022-23.

We have a good foundation on which to build, and now our focus is on making a good business even better. 2022/23 is all about ensuring we are fit for the future – building our resilience and giving us a strong platform from which to grow the business.



As we transition to this new stage in our journey, we are focused on building a business that can:

- deliver ambitious operational outcomes
- bring significant change to the city waste and resources system and resident behaviours
- respond to the changing needs of the city and the council as our shareholder and core client.

As such, we have agreed some overarching transformation aims:

- improve the culture and strengthen the relationship with the council as our Strategic Client
- modernise our systems and processes to become a more agile, dynamic, and high performing organisation able to respond to external challenges and the changing needs of the city
- grow our position as a city leader enabling Bristol to accomplish its aspirations to reduce waste, improve recycling and have visibly cleaner streets
- help Bristol to become a “best performer” in waste and cleanliness - we are already a leading core city in many areas, but we want to do even more
- become more data-lead and measure our successes by outcomes rather than outputs.

To deliver against these aims we have designed 'Project Operational Excellence' (POE).

Section 2: delivering transformation



Project Operational Excellence (POE)

With an original remit to tackle the issues caused by the national driver shortage, POE has evolved.

It now has a longer-term goal of transforming the business through a series of themes:

1. focus on our teams – our people matter
2. achieving our ambitions – agile, dynamic and high performing service delivery
3. collaborating and innovating to improve our business
4. transparent and open communication – working with our customers, partners and communities to deliver for Bristol.

Focusing on getting these basics right will give us a strong platform from which to expand the business.



2020 – 21 challenges

Bristol Waste faced challenges in 2020-21:

- business growth
- an expanding portfolio
- economic challenges of Brexit and Covid-19
- struggles to attract and retain key employees
- national HGV driver shortage.

We recognise that at times we haven't always met these challenges – needing to suspend Garden Waste for 3 months in 2021.

This is why we have developed 'Project Operational Excellence'.

Today's challenge is driver shortage, tomorrow it will be something different, but we will ensure we are ready to adapt and respond.

POE approach

As part of this change, we need to ensure a clear focus on delivering solutions across our divisions. Internally we need to break down silo working and formalise a 'Project Management Office' (PMO) function to help us:

- prioritise delivery
- move to an agile project management approach
- keep track and report performance (to board and Strategic Client)
- report and respond to risks/ problems in a timely and transparent way

We will adopt a 'One Team' approach seeing the whole business and our Strategic Client as one team, to drive solutions and ensure we are fit for the future.



Section 2: delivering transformation

POE themes – ensuring we are fit for the future

This business plan has been developed to help us meet our POE ambitions and embed its aspirations in all that we do. 2022/23 is all about ensuring we are fit for the future – building our resilience and giving us a strong platform from which to grow the business. To help achieve these objectives Bristol Waste are investing in a new role, Director of Transformation, to lead coordination of transformation activities. As a direct report to the MD this new role will play an important part in supporting the transformation of the business.

Below gives a summary of the key priorities and deliverables for 2022/23.

Fit for the future. Delivering transformation for our:	
Customers	Unlocking the benefits of service improvements, new technology and integrated services to deliver: <ul style="list-style-type: none"> • customer focused services • consistent services • better value • cleaner streets • innovative campaigns
People	Unlocking the capability of our people to realise their full potential to deliver more via: <ul style="list-style-type: none"> • opportunities to learn and grow • trust and respect • responsibility • involvement
Stakeholders	Unlocking the strength of our relationships to deliver more: <ul style="list-style-type: none"> • environmental sustainability • engagement • involvement • collaboration • new thinking
Shareholder	Unlocking the value of the business to deliver more: <ul style="list-style-type: none"> • growth • taxpayer value • economic prosperity • regional industry benefits • long term stability
Environment	Unlocking our resources to be net zero by 2030 to: <ul style="list-style-type: none"> • enable a circular economy • improve recycling rates • send zero waste to landfill • reduce waste

Priority 1: focus on our people and teams - ensuring we have the right people in the right place with the right skills

Our people are key to delivering the change we want to see, this year we will focus on building a ‘One Team’ culture and supporting our people to be able to deliver the ambitious operational outcomes we have set. The ‘People’ and ‘Safety, Health, Environment & Quality’ sections of this business plan provide details how we will do this.

Priority 2: drive agile, dynamic and high performing service delivery – taking a truly customer centric approach to achieve our ambitions

We will maintain a constant focus on providing excellent service delivery to our customers as set out in this plan, with a PMO to help keep us on track. Becoming more data lead, embracing technology and measuring our successes by outcomes rather than outputs, will ensure we are able to respond to a changing environment with the customer at the heart of our decisions and activity.

In 2022/23 Bristol Waste are looking to engage with a lean management and continuous improvement expert, to walk through all departments of the business to ensure that the processes used are not siloed and can flow seamlessly through different departments. This will ensure best value for our systems and staff, while pointing out potential savings.

Section 2: delivering transformation



The 'City waste, recycling and cleanliness' section of this business plan sets out ambitious operational priorities for 2022/23 including a significant change programme for street cleansing – the 'village approach'. We also have a key focus on resident behaviour change to support the city's 'One City' ambitions and will introduce new solutions to support our transient populations, such as our large student base, with waste management.

We will build on our positive customer service, delivered via the complaints team and community engagement teams, to do more to talk to and support our end customers and city residents.

In 2022/23 we will:

- introduce neighbourhood cleansing crews as part of our village approach who will be more visible and flexible to respond to area need
- ensure that all our employees are ambassadors for Bristol Waste
- improve our performance and management of our work and its impact on local communities including the introduction of service quality assurance team
- invest in new technology and IT systems to make reporting issues easier for colleagues and residents, and make sharing of service information available to residents in 'real time'
- consider how to respond to residents changing expectations of online platforms as customer service tools.

Embracing technology

Technology trends continue to accelerate, and the forecasts are for the rate of technology change to increase in the coming decade. Bristol Waste will continue to embrace technology to transform its business. In recent years Bristol Waste has introduced new systems that have led to significant efficiencies and business benefits, in 2021 we introduced:

Alloy

The bespoke system that links the BCC CRM and the Bristol Waste municipal waste frontline services. It allows the crews to digitally communicate with Bristol Waste & BCC customer services and allows dynamic real time work reassignment with enhanced data insight and reporting.

Asset minder

The fleet management system that allows workshop staff to input directly into a system when vehicles are serviced and repaired. It automatically gives a cost per vehicle per annum. This saves time and paper and keeps all records in one place.

Waste logics

The commercial waste management system is designed to have all customers in a live system. Crews report on issues live, with responses going to customers. Instructions and ad hoc works can be channelled through the system directly to crews.

Itrent ESS

The HR portal gives staff the ability to self-serve. The introduction has reduced the volume of calls to HR/Payroll and managers and supported improved tracking, monitoring and service.

We continue to review ideas for technology that could add benefit to business processes, information collection and behaviour change. We will focus on automation, integration, and smart technology. The business will look at solutions for several areas including technology that could aid aspects of collection process and logistics. For example, smart bins robotics for semi-autonomous waste collection vehicles and workforce planning. There remains substantial room to improve the waste collection process in the future and to align it with the needs of a circular economy.

In 2022/23 the following technology improvements will come online:

Wave

The new Computer aided FM (CAFM) system that allows all jobs, schedules, planned maintenance and servicing to be managed on a cloud-based system, with reporting elements that can be made bespoke for clients.

ECO online

This is the new Safety system that allows input for all inspections, accidents, incidents and near misses, this will vastly improve recording of events and allow for smarter analysis of data, to ensure that trends and patterns are captured, and solutions put in place to reduce accidents and incidents, whilst promoting good behaviour.

Further improvements to Alloy and Waste Logics are also scheduled along with continuing work to ensure a seamless joining up between systems and a solution for workforce planning across the business.



Section 2: delivering transformation

Priority 3: collaborate and innovate

Be part of the city’s solution to the climate and ecological emergency and improve our business.

We can’t deliver the change the city wants (and needs) to see alone. Following the Waste Summit held by the Mayor of Bristol in Winter 2021, and through our role on the ‘One City Environment Board’, we have committed to working with the city’s leaders and stakeholders to change the way waste and the public realm is perceived, treated, and managed in the city – helping us get closer to the ‘One City’ aspirations.

Areas of focus for collaboration and innovation in 2022/23 include:

- deliver neighbourhood initiatives and partnerships to deliver cleaner streets
- focus on waste pilots to improve street scene, reduce waste, increase recycling and reach One City ambitions
- exploring how we can tap into Bristol as a ‘smart city’ leader and the innovative technology and intelligence of the council’s operation centre
- move to the ‘village approach’ will mean we are better placed to respond in an agile way at a neighbourhood level, making collaboration with partners easier at a local level
- engage universities to gain support and deliver ‘students on the move’ project.

Priority 4: be transparent and open in our communications

Be part of the city’s solution to the climate and ecological emergency and improve our business.

Bristol Waste serves a wide stakeholder base that includes our customers, Bristol residents, the city’s political leadership, council leadership, industry partners and many more. We aim to ensure that all these groups are kept appropriately informed, consulted, and engaged.

Influence	Engage	Inform
<ul style="list-style-type: none"> • national and Bristol policy makers • future partners • government departments/ officials via Bristol City Council • local media • Bristol City Council procurement and commissioning teams • Bristol’s Mayor and Cabinet • West of England’s Mayor • Bristol’s councillors • national industry associations • city partners – National Highways, Network Rail, universities, utility companies etc. 	<ul style="list-style-type: none"> • staff • Bristol City Council client team • Bristol City Council Strategic Client • Bristol City Council Shareholder • Bristol’s Mayor and Cabinet • Bristol City Council’s senior management • supply Chain • Environment Agency • Highways England • One City & partnership boards • councillors • unions • local media • partners • community groups • charities 	<ul style="list-style-type: none"> • staff • policy makers • community groups • council officers • auditors • Bristol City Council companies

The formation of the Strategic Client group with the council in Autumn 2021 was welcomed and we continue to focus on strengthening our relationship via this group. An open and transparent approach to communication, within Bristol Waste and between us and our clients, customers and stakeholders, will be a major determinant of how successful we will be in our mission to transform the business.

Section 3: safety, health, environment & quality



'Think safe, work safe, home safe'

Summary

Safety, Health, Environment and Quality (SHEQ) is our priority. As the company evolves, we will always ensure safe working practises are engrained across the business, to protect our colleagues, residents, and the environment.

The health and safety of our people, customers and everyone visiting our sites is paramount to all that we do. We believe that everyone has a part to play in safety.

Health and safety has been our central focus in 2021/22 as the business has navigated the challenges of the pandemic. We have successfully improved our risk profile, core health and safety training, and environmental compliance over this period.

Our progress has been recognised externally through:

- maintenance of our multiple ISO standards
- all three health and safety executive site visits achieved satisfactory compliance.

Despite the effort of our hardworking teams, this amount of change has had a negative effect on our health and safety results. With Covid-19 restrictions, congested city streets and increased tonnages, we have seen an increase in accidents and incidents. We have taken learnings from these events to produce a targeted plan for improvement in 2022/23.

Key challenges identified are:

- injuries within the workforce caused by slips, trips and falls
- manual handling / musculoskeletal issues
- vehicle or object related accidents
- RTIs caused by turning, reversing and narrow/ tight spaces
- stress, poor mental health & wellbeing absences.

In addition, we have seen a 340% increase in reported aggressive behaviour towards staff. This is UK wide with a marked increase in incidents of violence and aggression since the onset of the pandemic.

SHEQ will continue to evolve, and we are committed to continuing our journey of improvement. Therefore, our priorities for the next 12 months are focused around preventing harm to people and the environment.

In support of the SHEQ team the board will be conducting a deep dive on health and safety 4 times a year. These reviews are where the board will focus on unexplained trends, non-compliance issues, unsatisfactory responses or analysis from the executive team, specific incidents, or high potential near miss events. As safety is the Boards top priority the board will be seeking clear assurance about the progress and delivery of all safety activities.

SHEQ achievements 2021/22

This year has been pivotal for Bristol Waste's SHEQ journey of progressing standards and improving culture. Some of the key elements have included:

- adapting and maintaining Covid-19 secure standards
- onboarding new workforce and business activities ensuring they imbed our SHEQ standard
- focus on driver competency, increasing SHEQ teams to include driver training
- focusing on leading indicators to support supervision, monitoring, inspection, training and corrective action
- refreshing core training, communication, and safe working procedures
- embedding SHEQ into our many projects, including CDM oversight
- improving fire prevention and preparedness, investing in monitoring and suppression
- maintaining ISO45001, ISO14001, ISO9001, ISO27001 and working towards new ISO41001 in facilities management.

Other SHEQ focus in the year included:

- chemical safety
- workwear
- business continuity
- route and premises risk assessment
- lone working
- traffic safety
- noise
- manual handling / musculoskeletal issues
- aggression towards staff
- environmental permits and consent
- contractor safety.

Section 3: safety, health, environment & quality



Section 3: safety, health, environment & quality

SHEQ

Aim: prevent harm to people and the environment and bring about continuous improvements in all that we do.



Priority 1 - risk profile	What Establish and maintain an effective risk profile across the whole business.	Why To ensure all tasks and activity risks are recognised, assessed, and controlled.
Key deliverables	What <ul style="list-style-type: none"> Risk assess and implement controls including key construction projects: Hartcliffe; Avonmouth Phase 2. Business change projects. 	When <ul style="list-style-type: none"> In time for go-live ongoing
	What <ul style="list-style-type: none"> Risk assess and modify controls by continuing with developing change management controls to enable safe change and target best practice. 	When <ul style="list-style-type: none"> ongoing
Priority 2 - accident / incident preventions	What Effective management and review of accidents and incidents to prevent re-occurrence.	Why To ensure key learnings from Bristol Waste incidents and external cases are taken and imbedded to prevent harm, reduce costs and comply with legalisation and best practice.
Key deliverables	What <ul style="list-style-type: none"> Accident prevention (common cause and high-potential events) by: <ul style="list-style-type: none"> Implementing eco-online - new accident, audit and actions software. Deep dive specific events and study cause trends. Implement required changes. Road traffic incident reduction with a focus on skill sets and Safe work practices via: <ul style="list-style-type: none"> Assessment and on-boarding new drivers. Monitoring and coaching. New driver training. 	When <ul style="list-style-type: none"> Q2 2022 monthly ongoing
	<ul style="list-style-type: none"> Post-accident management (insurance, customers and cost) including: <ul style="list-style-type: none"> Trial company to manage 3rd party recovery, repair and cover. Continue to develop accident investigation skills. recovery, repair and cover. Focus trends & case management with BCC and insurance teams. 	When <ul style="list-style-type: none"> Q1/2 2022 Q2 to Q4 2022 monthly

Section 3: safety, health, environment & quality



SHEQ		
Priority 3 - communication	What Establish and maintain effective communication across the whole business.	Why Two-way communication is vital to ensure effectiveness of the company's management systems.
Key deliverables	What • SHEQ focus: monthly topic, results and learnings	When • once a month
	• SHEQ workforce engagement: - Expanding health and safety committee, focusing feedback and monitoring activities.	• bimonthly
	- Utilise working groups to support key changes.	• ongoing
Priority 4 – competence	What Continuously improve competency across the business.	Why To ensure our workforce have the skills, knowledge, attitude and training and experience to perform their roles to the best of their abilities.
Key deliverables	What • Core competence for frontline staff including:	When
	- Continue developing competency standards for workforce, with initial focus on drivers and crews.	• ongoing
	- Implement iTrent learning and development module.	• Q3/4 2022
	• Development and coaching of supervisors and managers with a focus on 4 core training modules: risk assessment; monitoring; accident investigation; leadership conversation.	• ongoing

Continued overleaf



Section 3: safety, health, environment & quality

SHEQ		
Priority 5 – compliance	What Ensure Bristol Waste is fully compliant with legislation, standards and guidance.	Why To prevent harm, maintain our certification, and comply with legalisation and best practice.
Key deliverables	What • Health and safety compliance:	When
	- Extend ISO45001 to Bristol Workplace service.	• June 2022
	- Gap analysis for new activities.	• ongoing
	- Timely close out of health and safety non-conformances.	• ongoing
	• Environmental compliance:	
	- Extend ISO14001 to Bristol Workplace Service.non-conformances.	• June 2022
	- Continue work to obtain all required permits, consents and permissions required for projects. non-conformances.	• ongoing
	- Gap analysis for new activities.non-conformances.	• ongoing
	- Timely close out of health and safety non-conformances.	• ongoing
	• Standards, guidance and best practice:	
	- HSE focus topics (HR & SHEQ) – Homeworking, Mental Health & wellbeing, Musculoskeletal issues, Occupational Lung Disease (OLD).	• ongoing
	- Embedding H&S policies, procedures and reporting to cover remote/ homeworking.	• ongoing
	- Extend ISO9001 certification to Bristol Workplace Service.	• June 2022
	- Maintain ISO27001 certification in IT Reuse.	• ongoing
	- Achieve certification of ISO41001 in Facilities Management.	• June 2022
- Review and implement WISH, ESA, BICs and NSI standards.	• ongoing	



Section 3: safety, health, environment & quality



SHEQ		
Priority 6 - environment	<p>What Develop a programme to embed environmental considerations into all Bristol Waste staff's decision-making covering ownership, relevance, competence, training and awareness.</p>	<p>Why To ensure environment remains at the core of our strategy and everyday thinking to meet our responsibilities by focusing on key objects in the short and long term.</p>
Key deliverables	<p>What</p> <ul style="list-style-type: none"> • Develop environmental performance reporting. 	<p>When</p> <ul style="list-style-type: none"> • Q1
	<ul style="list-style-type: none"> • Benchmark current status. 	<ul style="list-style-type: none"> • ongoing
	<ul style="list-style-type: none"> • Gap analysis for opportunities to improve. 	<ul style="list-style-type: none"> • ongoing
	<ul style="list-style-type: none"> • Use above to develop a strategic plan. 	<ul style="list-style-type: none"> • Q2
	<ul style="list-style-type: none"> • Review the effectiveness of environmental controls for day-to-day processes and procedures, to reduce risk and maximise environmental opportunities in line with ISO14001. 	<ul style="list-style-type: none"> • ongoing
Priority 7 – Reduce workplace violence and aggression	<p>What Continue to report aggressive behaviour towards staff and work to increase staff reporting and implement measures to protect staff.</p>	<p>Why Have seen a marked increase across UK in incidents of violence and aggression since the onset of the pandemic. Incidences have a significant impact on individuals/ victims as well as the company.</p>
Key deliverables	<p>What</p> <ul style="list-style-type: none"> • As a member of Environmental Services Association continue to contribute to joint HSE/ Manchester University violence and aggression project. 	<p>When</p> <ul style="list-style-type: none"> • ongoing
	<ul style="list-style-type: none"> • Following findings and building on installation of vehicle CCTV and HRRC bodycams look at further measures to reduce incidences, increase reporting (internal and to authorities). 	<ul style="list-style-type: none"> • ongoing
	<ul style="list-style-type: none"> • Support HR with workplace training on workplace violence and aggression. 	<ul style="list-style-type: none"> • ongoing



Section 4: people

Summary

Our people are key to delivering the Business Plan, and our part in the 'One City Plan' together with broader UK Waste Industry targets. This year we have an even greater focus on building a 'One Team' culture and supporting our people to do a great job.

The on-going Covid-19 pandemic has yet again presented a challenging year for our staff and has led many to re-think their life choices and job needs. Brexit, alongside Covid has led to labour shortages, supply chain issues and wage escalation in our sector. This has created significant operational challenges.

As a business we have learned from this and we are working towards measures to increase business resilience and improve service delivery, such as workforce planning processes aligned to our recruitment strategy.

At the same time, Bristol Waste is in a period of transformation and growth as we expand our business model and provide new services. We recognise that we need to flex our HR support to be able to respond to these changes.

Our priorities for the next 12 months are to attract, retain and develop a workforce that is capable and committed to doing a great job whilst feeling valued and listened to.



Autumn 2020 staff engagement results



In 2022/23 we will focus on four streams of activity that ensure a heightened focus on our people and the role they play in our success.

To support us with this we are recruiting a Director of People, and in 2021/22 recruited a new Non-Executive Director with experience of developing people strategies to support our HR team with our ambitious people agenda.

Section 4: people



People		
Aim 1: Build a 'One Team' culture Under this aim we will bring together our work on recruitment, Equality, Diversity and Inclusion (EDI), wellbeing, benefits, and reward.		    
Priority 1 – Build a 'One Team' culture	What Build an inclusive and modern business culture that is representative of the communities we serve.	Why We want engaged employees who work collaboratively to deliver a common purpose and will hold themselves accountable for delivering on what we promise from day one.
	Define and embed our desired culture and values.	Defining our desired culture and values has never been more important as we seek to attract new, scarce talent, retain our increasingly mobile workforce and integrate colleagues from both current and new services
	Develop our Employee Value Proposition.	Provide a clear definition of what we stand for as an employer, what we offer people who work for us and the kind of people we are looking to attract. A compelling offer must be defined and promoted.
Key deliverables	What <ul style="list-style-type: none"> Develop an EDI strategy that supports three key goals: <ol style="list-style-type: none"> ensures we are representative of the communities we serve ensures diversity of thought, ideas, and innovation ensures the safety, including psychological safety, of our people is paramount. 	When <ul style="list-style-type: none"> Q2
	<ul style="list-style-type: none"> Set up employee led staff groups. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Review Bristol Waste's vision, mission, aims and values to reflect where the company is today and where it wants to be in the future. 	<ul style="list-style-type: none"> June 2022
	<ul style="list-style-type: none"> Review of supervisors and first-line manager standards and competencies to better support and motivate our workforce. 	<ul style="list-style-type: none"> on-going and by March 2022
	<ul style="list-style-type: none"> Develop a recruitment and retention strategy that builds operational resilience and ensures we are inclusive across all Bristol communities. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Improve tools available to our managers to support staff with health and wellbeing such as MIND training, mental health first aid training and stress risk assessments. 	<ul style="list-style-type: none"> ongoing



Section 4: people

Case study: employee value proposition – health and wellbeing

In 2020/21 we launched a new wellbeing scheme to all employees, where cash can be claimed back against everyday medical expenses such as dentistry, eye tests and scans. Employees can also access counselling and a 24/7 medical advice line for themselves and their family. Employees who have claimed back expenses, comment on how easy it is to claim and how quickly the money arrives with them.

Free employee health checks have been very well received with staff due to the supportive tone and comprehensive range of checks undertaken. The 20-min call with an experienced nurse covers BMI, blood pressure, glucose & cholesterol. Importantly, the discussion also includes health & lifestyle, gender, ethnicity, and age-related issues.

We have seen a steady take up of company 'paid for' flu vaccinations and we will continue to publicise this benefit so that as many people as possible can receive added protection over the winter.

People

Aim 2: Develop a modern and responsive people function

Bristol Waste needs to evolve to meet the changing needs of Bristol City Council as its core customer and the differing expectations of new external clients. We need to ensure that our people function is keeping pace and that our systems and processes are the right ones to support and deliver the culture we aspire to achieve.

Priority 2 – Develop a modern and responsive people function	What	Why
	Establish a set of productivity metrics to measure the effectiveness of our people and teams.	To ensure all managers and the wider business can monitor trends and manage performance more effectively.
	Introduce new ways of working supported by new workforce planning processes and systems.	To ensure we can consistently deliver a quality service even when market conditions change, or we experience periods of significant growth.
	Update existing policies and processes.	To reflect changes in culture and working practices. This will also include any changes required if there are Group governance changes in 22/23.
Key deliverables	What	When
	<ul style="list-style-type: none"> Benchmark and productivity metrics. 	<ul style="list-style-type: none"> April 2022
	<ul style="list-style-type: none"> Develop a detailed workforce plan to ensure operational resilience and to inform our recruitment strategy. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Fully integrate and optimise the benefits from the new field management system and maximise benefits of the new FM CAFM system. 	<ul style="list-style-type: none"> April 2022
	<ul style="list-style-type: none"> Review approach to HR case management. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Develop tools that ensure that key policies are well communicated to and understood at all levels of the organisation. 	<ul style="list-style-type: none"> Q1

Section 4: people



People

Aim 3: invest in our people

We will need to keep and attract good people by investing in them so that they commit to a career with Bristol Waste. The waste and resource industry is not the obvious choice for many, and our people plan not only looks at attracting a wide range of individuals but also needs to ensure we have the capability within the existing team to ensure Bristol Waste can develop and grow. This not only applies to the vital frontline teams but also the supervisors and management in the business. We want to ensure our people can see a clear career path.



Priority 3 – invest in our people	What Offer positive learning and development opportunities.	Why To build the skills we need in our workforce and motivate and encourage participation.
	Strengthen our executive team and invest in our management team.	Confidence in management was one of the lowest scoring indicators in our most recent staff survey. We acknowledge that historically we have not invested enough in building the skills and competencies of our middle management or been clear enough about the expectations we have of them.
	Provide attractive trainee, apprenticeship, and graduate opportunities.	To ensure we capture those who pursue both non-traditional and traditional education alternatives.
	Provide the right performance management tools.	To ensure alignment and a focus around key business objectives, recognise and reward positive contributions and provide pathways for progression and improved succession planning.
	Help our teams to do their jobs to the highest standards and with a sense of pride.	To deliver a step change in street cleanliness and waste management in the city and to help staff recognise their valuable contribution.
Key deliverables	What <ul style="list-style-type: none"> Develop a simplified Balanced Scorecard objectives framework for each employee. 	When <ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Review of our first line manager standards and competencies to better support and motivate our workforce. 	<ul style="list-style-type: none"> March 2022
	<ul style="list-style-type: none"> Develop a Leadership Framework, Pipeline and Management Training to get the very best out of our managers. 	<ul style="list-style-type: none"> Q3
	<ul style="list-style-type: none"> Build on our successful apprenticeship programme to develop initiatives for long-term unemployed and underrepresented groups. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Refresh induction programme 	<ul style="list-style-type: none"> March 2022
	<ul style="list-style-type: none"> Introduce mentoring/mentorship programme. 	<ul style="list-style-type: none"> Q3
	<ul style="list-style-type: none"> Develop and deliver training programme to support street cleansing teams to transition to 'village approach'. 	<ul style="list-style-type: none"> End January 2022



Section 4: people

People

Aim 4: focus on internal communications

We have new businesses, new board members and new people joining the team. Clear communication has therefore never been more important. We also acknowledge the challenges of communicating to, and hearing from our disparate workforce. Whilst we have made in-roads into this through 2021 through focus groups following the employee survey, the monthly Managing Director blog and the Bright Ideas scheme trial in Workplace Services, there is more we want to do.

Priority 4 – focus on internal communications	What Open, two-way dialogue.	Why Ensuring we communicate our messages clearly and accurately and allowing us to hear the views of, and learn from, our people. One of the lowest scoring indicators in our staff survey was in relation to “senior leaders making the effort to listen to staff”.
	Find effective ways to reach our remote, non-office-based people working on the front line.	Most of our staff work on the front line and are key to delivering our business priorities. They need regular and useful communication to support them in their jobs.
Key deliverables	What • Internal Communications Strategy update	When • Q2
	• Internal communications activities such as quarterly briefings, Managing Director & Director drop-in sessions, board on the job days, employee focus groups and innovation forums.	• Q2 onwards
	• Trade union consultation forum (JCC).	• Q3
	• Employee engagement and innovation building on Bright Ideas pilot.	• Q2
	• Company roadshows.	• Start of the new financial year
	• Business literacy programme.	• Q2

Case study: Bright Ideas pilot

Bright Ideas is a reward and recognition scheme designed to encourage and promote the good behaviours, working practices and ideas that we as an organisation value in our employees. The scheme rewards and recognises innovation as well as going above and beyond.

Anecdotal evidence shows that the Employee of the Month and the Going the Extra Mile (GEM) awards within Workplace Services have had a positive impact on moral and atmosphere with employees pleasantly surprised to have been recognised for going above and beyond. Comments have included:

“I have never had anything like this at my previous employer”

“I can’t believe I’ve been recognised for my work”

In 2022/23 we will look consider the merits of a broader rollout.



Section 5: city waste, recycling and cleanliness



Summary

Our high-profile waste and street cleansing operations reach every household in Bristol and the services we provide are very high profile.



We are uniquely placed to play a key role in making Bristol one of the best performing cities for street cleanliness, waste and recycling. Bristol has the highest recycling percentage of the English core cities, at 46.4%.

In 2020-21 Bristol diverted approximately 20,000 tonnes of waste from landfill, a decrease of 10.9% on the previous year, at a time when other core cities saw on average a much lower decrease of 1.4%. However, there is a lot more to do.

Changes in household waste and recycling volumes in the past 12 months include a disappointing reduction in the city's recycling rate. Our waste-to-landfill percentage is still in single figures, averaging 8% over the last six months, and we have plans to further reduce this percentage over the next two years. Between April 2020 and November 2021 residual household waste increased by 6.5% (4,324 tonnes) whilst recycling tonnages decreased by 7.5% (3,771 tonnes). It's a problem facing other cities across the country, and we are in the process of researching the composition of waste along with people's attitudes and behaviour around recycling. It is vital we take a leadership role in this issue and tackle it as a matter of urgency. Understanding the actions needed to change behaviours will form the basis of an action plan for improving recycling rates.

Bristol continues to hold the highest household recycling percentage, although overall the English core cities saw recycling decrease by 1.3% (Bristol 0.7%). Whilst Bristol's residual household waste per household has increased by 19.30kg since 2019-20, for the first time since 2015-16 Bristol has the lowest residual household waste per household of any of the English core cities. On average, the core cities have seen an increase in residual waste of nearly 30kg per household.

Bristol is a leading city and its position in declaring the Climate and Ecological Emergency is testament to this. The charts on page 41 demonstrate the level of ambition and change that needs to be delivered in Bristol to achieve the One City targets - targets that have been set to put us on track to make Bristol a net zero and climate resilient city by 2030.

It is important to remember the challenges that Bristol has to undertake in order to achieve the significant reduction in the amount of residual waste generated, the increase in recycling rates and the reduction in food wasted are not within the gift of Bristol Waste alone. Working with the Council and other city partners we need to work quickly to identify Bristol's pathway to deliver. Quick decisions and action is needed to change the city's relationship with waste.

One City Environmental Targets for 2025

Reduce residual household waste below **150kg** per person/year

currently at **195kg**

Food waste in residual waste to be at **10%**

currently **21%**

65% of all household waste is reused, recycled or composted

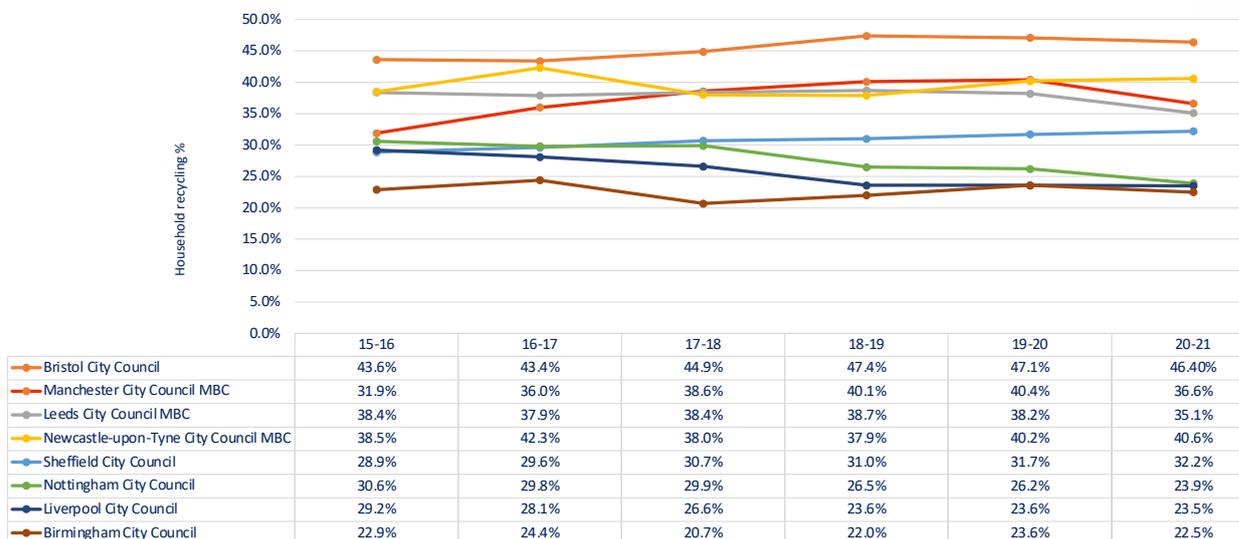
currently **46.4%**



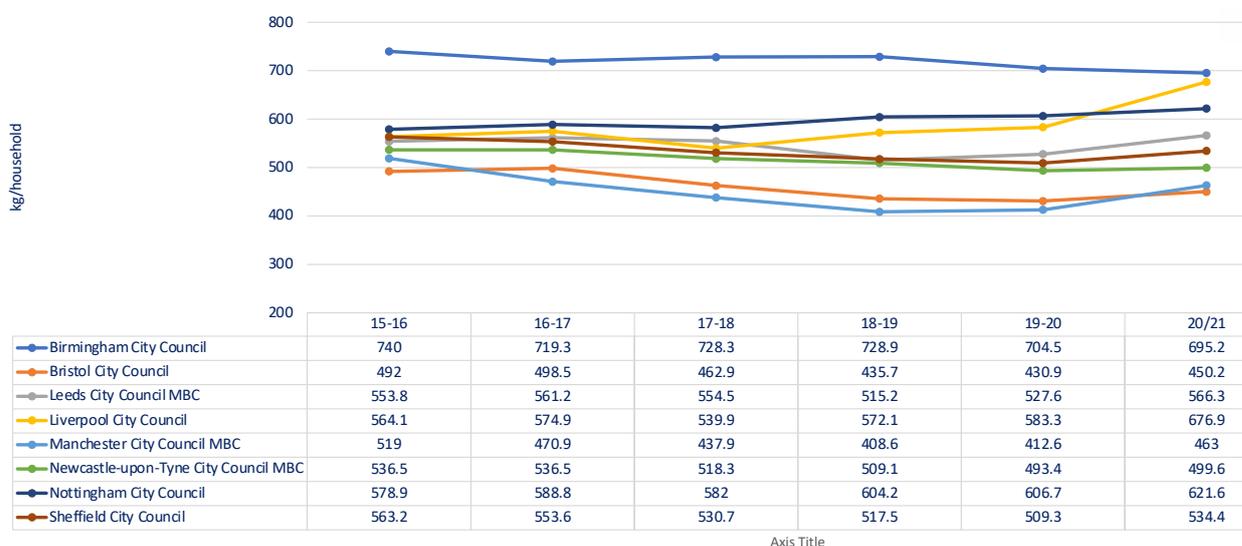
Section 5: city waste, recycling and cleanliness

The below charts show Bristol's recycling rate and residual household waste per household performance against the other English core cities. This data is released by Defra annually and shows Bristol continues to hold the highest household recycling percentage and for the first time since 2015-16 Bristol has the lowest residual household waste per household of any of the English core cities. However overall, the English core cities saw recycling decrease by 1.3% (Bristol 0.7%) and residual household waste has increased by 19.30kg since 2019-20.

Defra Household Recycling Rate



Residual Household Waste Per Household KG

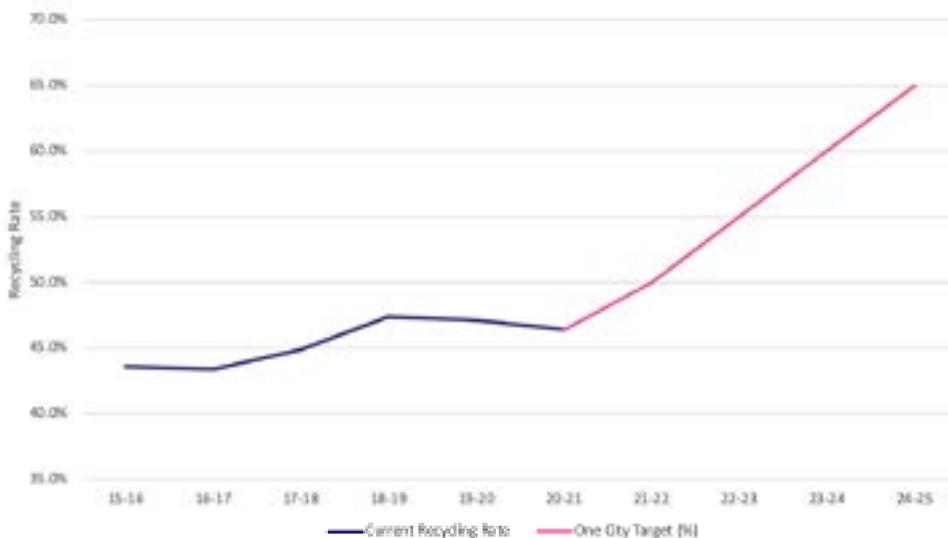


Section 5: city waste, recycling and cleanliness



The below charts show the progress we have made to date in the key areas of recycling, residual waste and food waste and the challenge we face as a city to meet the city's ambitious One City environmental targets and the step change we need to take as a city to meet them.

Recycling Rates Targets



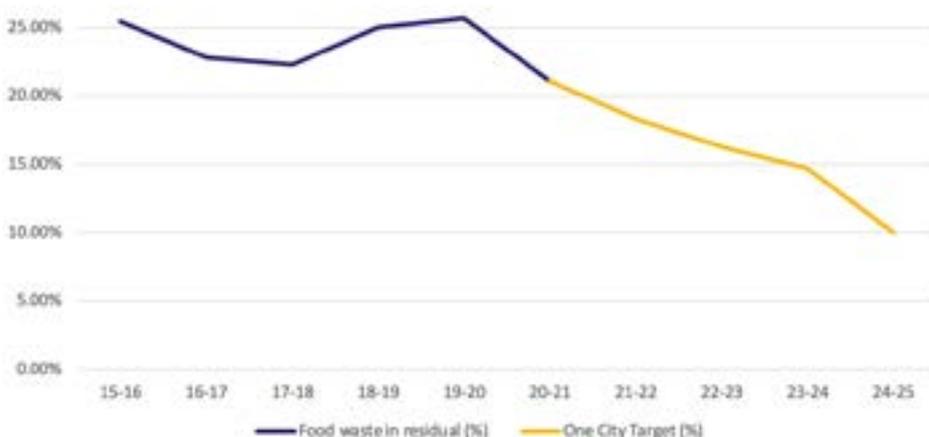
We are already leading the way for core cities in England, however this chart highlights the challenge we are facing to hit target.

Residual Household Waste Targets



This chart shows there needs to be a significant reduction in the amount of residual waste generated to meet city targets – a 23% reduction in the next 3 years.

Food Waste in Residual Waste



Reducing the wasting of food will be a huge advantage to residents in terms of emissions, equality and costs. This chart shows the progress that has been made in recent years but illustrates the huge challenge still to come.

Section 5: city waste, recycling and cleanliness

At the end of 2021, in close collaboration with the council Strategic Client, we reviewed our 2020-21 business plan and priorities. As a result of this review, we adapted our municipal waste approach for the coming year, including changes to waste and cleanliness initiatives and deliverables to better align with the council's vision and draft corporate strategy 2022-2027. This work with the Strategic Client is still in progress, therefore the 2022-23 business plan is based on the current services we offer with some enhancements that we are funding via efficiencies.

Collaborative working between the Strategic Client and Bristol Waste is imperative to making the changes required. Bristol Waste need to provide innovation and technical support, and the council need to support with policy decisions so that the alignment can make real change to Bristol's behaviour toward waste and the environment.

The enhancements we are proposing are not just about process changes and efficiencies, they also include a focus on 'village' based cleaning and collections that will:

- cultivate pride and sense of community
- refocus key Bristol Waste teams to tackle difficult areas and challenging problems, such as the student move out.

The Covid-19 pandemic has tested us in many ways, but we have been able to continue to deliver services safely, with the health and well-being of our staff and local communities our top priority. It meant working differently, but we proved up to the task. The 'pingdemic' and then the nationwide shortage of HGV drivers presented a significant issue in 2021 that resulted in garden waste services being temporarily replaced with drop-off points for three months. This provided ample learning and we are now more resilient for future shocks and stresses.

Introducing the 'village approach'

The 'village approach' is Bristol Waste's key initiative to improving street cleanliness and community ownership. Key activity includes:

- develop a neighbourhood-centric approach, bolstering community and civic pride
- restructure approach to street cleansing with staff becoming visible representatives for their neighbourhoods and increasing the number of staff on the streets
- use the latest technology to allow each Neighbourhood Cleansing Crew (NCC) member to become Bristol Waste's 'eyes and ears' on the ground and the first point of contact (to improve comms and response times)
- empower and retrain our NCCs to become a key part of the community they serve and support them via learning and development to improve the city street scene
- develop a wider partnership approach with the council and Avon & Somerset Police to ensure the villages have the required resource to tackle the issues in their neighbourhood
- introduce five village managers responsible for resolving issues reported from teams on the ground and communicating with the relevant stakeholder to action issues quickly (within and outside of Bristol Waste)
- working with Bristol City Council to ensure that enforcement is visible in each village
- the 'village approach' will see street cleansing teams take responsibility for a smaller area, embedding themselves in the local community and working with other teams to deliver cleaner streets – to grade A standard in the city centre and grade B in the rest of the city
- the final stage will see refuse and recycling crews switching routes within the village, further strengthening the community approach.



Section 5: city waste, recycling and cleanliness



2022/23 will see the opening of the new Hartcliffe Way HRRC that will provide a much-needed recycling facility, serving residents of South Bristol.

We have worked in partnership with the council to deliver the capital project and in addition to £1m capital investment from our reserves absorb annual operational costs of £751k from 2022/23 onwards.

There is more we want to do; our medium-term plans are ambitious and will require us to work with the council and other city leaders to make the step change the city wants to see. Both parties will need to turn discussion into action and deliver effective and efficient decision making to ensure we achieve our joint goals and aspirations.

The main council waste and cleanliness contract makes a small contribution over the life of this plan (see section 8 financial plan).

Over the next 12 months alongside the core contract, we plan to deliver:

- Hartcliffe Way HRRC – to include a reuse workshop and shop to promote reuse
- flats recycling programme – bringing recycling to all high rises and blocks by Oct 2023
- on street litter bin / recycling trial in high streets of Bristol City Council's choice
- non-standard commercial and residential pilots
- work with city partners to understand how the city can tackle anti-social graffiti
- a waste reduction campaign to include a focus on food waste and circular economy
- additional engagement with students around move-out times, with increased resources to deliver a "students on the move" project and improve the waste and recycling habits of the that community.

And most importantly, a step-change in how we deliver street cleanliness and refuse collections via the village approach, with the technology to support our street cleansing crews to report wider issues in their area.

In 2021/22 the Big Tidy project continued to carry out deep cleans to areas of the city that benefitted from additional cleaning and generally sprucing up the area.

The Big Tidy often works in areas that are not in the current contract specification and will clear fly-tips from unadopted land as well as cutting back greenery and leaving an area in an improved condition. The Strategic Client continues to work hard to access funding to keep the Big Tidy making a difference to Bristol. As the benefits of the village approach are seen, Big Tidy would focus on more unadopted areas of the city to bring those areas up to a better standard.

Waste strategic objectives

The Bristol City Council client team and Bristol Waste have agreed high-level objectives for Bristol Waste's municipal waste contract.

This will enable Bristol Waste to focus the delivery of our services and engagement with residents by providing a strategic reference point.

Our agreed objectives



- Promote **citizen ownership** of waste and recycling in the city
- Deliver measurably **cleaner streets**
- Provide **leadership in the delivery** of waste and recycling services in the city
- Deliver **innovation and bespoke waste management** solutions for the city



Section 5: city waste, recycling and cleanliness

Service enhancements for 2022/23

We understand the budget pressures that the council faces and recognise that as a key partner we have a role to play in supporting the council to meet these pressures. The diagram below shows the service enhancements planned for 2022/23 and are included in the business financials.

Understanding the opportunity

- Complete fact finding to understand the opportunities presented by the current city ecology. By Q1 we will have answered the following:
- What has changed in citizen behaviour post Covid?
- How are we delivering against other UK cities?
- Who are our global best practice comparators?
- What is our role in change leadership?
- What is the make up of the housing stock we are serving?
- What collection methodology works best?
- Where does BWC sit in the West of England Waste infrastructure?

Increase recycling in flats across city

- Continue implementation of the Flat's Mini Recycling Centre programme across the city.
- Complete by October 2023 with costs absorbed by BWC (option for Dec 2022).
- Influence future developments to include recycling by design and test and learn with Goram Homes on future developments.

Open Hartcliffe HRRC in April 22

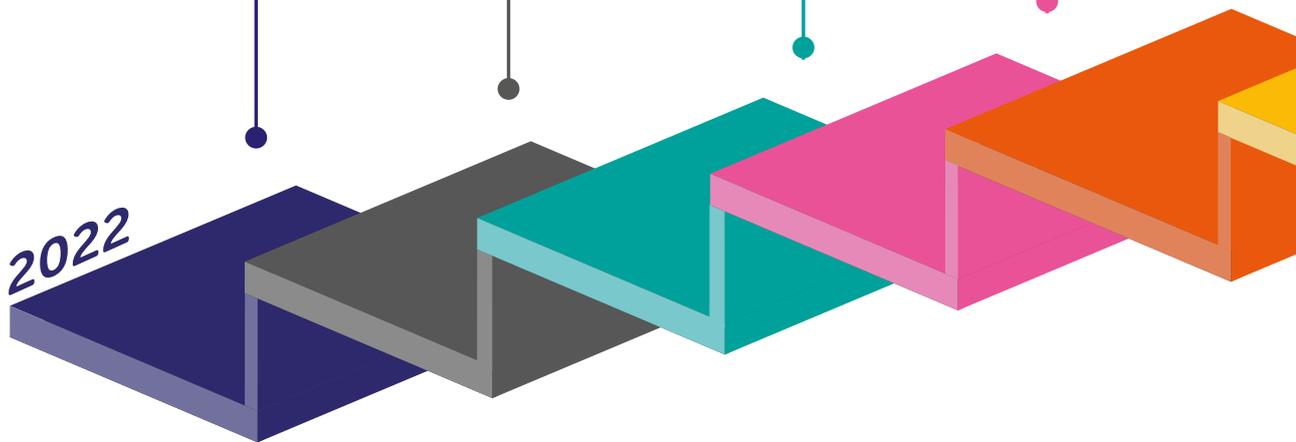
- Provide a much needed recycling facility to serve residents of South Bristol
- To include a reuse workshop and shop to help divert pre-loved items from the waste stream and provide low cost household products for residents.
- Meet growing demand for additional recycling capacity in the city

Introduce a 'Village' approach

- Implement a neighbourhood approach, bolstering community pride.
- Restructure approach to street cleansing with staff becoming 'ambassadors' for an area.
- Introduce new tech to enable coordinated approach.
- Complete by late Summer 2022.
- Refuse collections to move to "Village" in Oct 22

Non standard commercial and residential pilots

- Complete old city trial, identify and implement neighbourhood trials for non-standard collection.
- Trials to include terrace streets, conversions and flats above shops.
- Identify opportunities from upcoming legislative changes.



Leadership, education and enforce



One City graffiti crack-down

- Work with key parties to tackle graffiti in the city.
- Be a key partner in taking a consistent and sustained city wide approach.
- Look at activities that encourage behavioural change as well as focus on the consequences.
- Help the city to agree a way forward.

On street litter bin and recycling trials

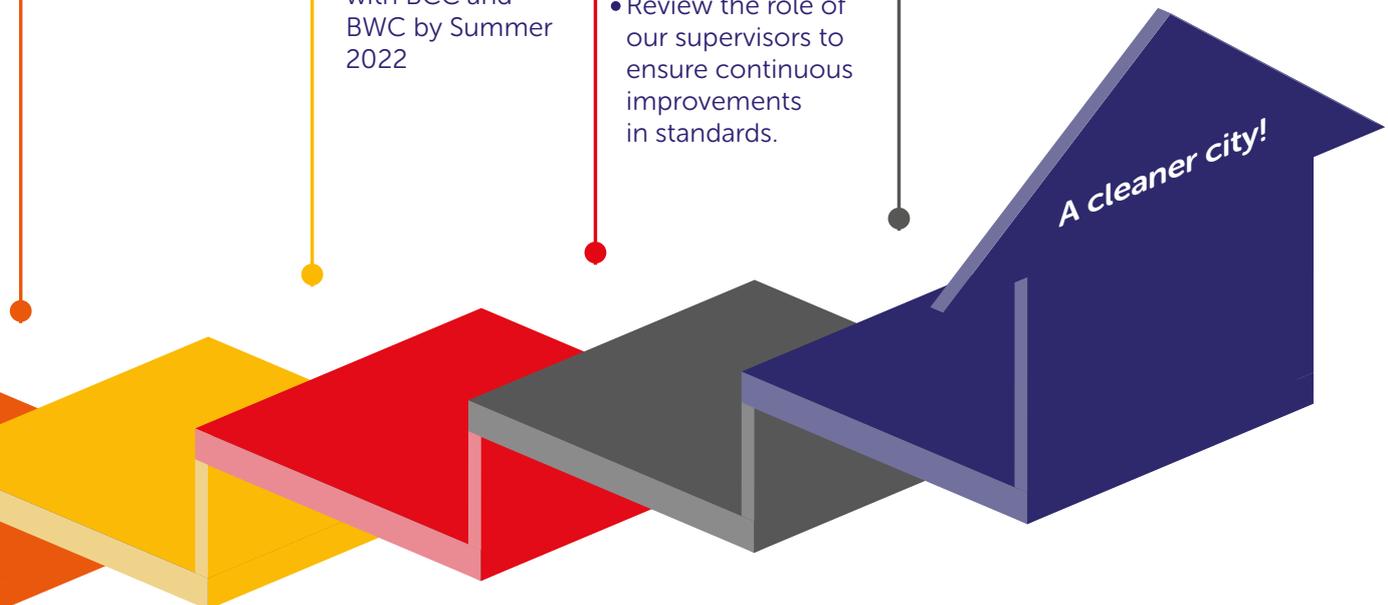
- As part of BCC's City Centre & High Streets Recovery and Renewal programme roll out on-street litter/ recycling trials on priority high streets in Spring 2022.
- Understand current bin coverage and areas for improvement. Agree strategy with BCC and BWC by Summer 2022

Improve our performance

- Introduce a Street Quality Assurance Team (SQA team) and electronic monitoring.
- Use data to identify crews and supervisors who are performing well and those that are not. Take learnings from high performing teams and look for ways to roll out across the business.
- Review the role of our supervisors to ensure continuous improvements in standards.

Build on our reputation as a city of innovation

- Take ideas from best practice from UK and abroad.
- Bring forward radical thinking options.
- Explore opportunities with Bristol Heat Network and Goram Homes.
- Take learnings from emerging city waste, cleanliness and recycling strategy.





Section 5: city waste, recycling and cleanliness

Waste & Recycling

Aim 1: increasing household recycling rates and decreasing residual waste

Reducing waste and increasing recycling volumes is a key priority for Bristol Waste. This is not only for the environmental impact, but also because it reduces disposal cost and provides an income stream that can be reinvested into the business. Bristol is the leading English core city by some margin at 46.4% (2020-21), however, we have seen household recycling decrease by 0.7% since 2019-20, primarily due to increased waste volumes. With ambitious 'One City' targets (see 'One City Aspirations' section), reducing waste and increasing recycling rates is a key priority for Bristol Waste in 2022/23.



Priority 1 - increasing household recycling rates and decreasing residual waste

What

Using our research partners, undertake behaviour change and academic research to understand what has changed in resident behaviour post Covid.

Why

To fully understand resident motivations and behaviours that are contributing to the increase in waste and decrease in recycling rate and help us target communications and interventions.

Build on our successful education, engagement, and communications to encourage behaviour change to reduce consumption and waste and improve recycling rates.

Campaigns such as Slim My Waste and the Waste Nothing Challenge shows us the positive impact behaviour change campaigns can have and we need to build on this success.

Increase food waste recycling.

More than 20% of waste in the black bin is food waste and could be recycled. 30-40% of households do not present food recycling. Significant cost savings to be made on top of environmental impacts.

Promote the circular economy.

Help Bristol move away from take, make and dispose to an approach that helps maximise the use of resources. Further reuse initiatives with the Council to support residents in need.

Ensure all residents living in flats can recycle.

Over 30,000 households live in flats in the city, with 13,600 tonnes of waste collected each year - a significant proportion of which could be recycled.

Consider community 'profit share' schemes.

We need to find new ways to motivate people to change the way they manage their waste, building on the sense of community developed as part of the Covid response provides a win-win situation for Bristol Waste, supporting the communities we serve and increasing recycling rates.

Develop partnership collaborations.

As a partner of choice, to work with others to innovate and lead the way in changing behaviour. In 2021-22 we delivered Electric Avenue with Hubbub and Ecosurety, Recycle Your Electricals with Material Focus, #ForCupsSake with Hubbub and supported WRAP on Defra MRF trial. Following on from the Waste Summit there are other opportunities to develop a range of beneficial partnerships.

Section 5: city waste, recycling and cleanliness



Section 5: city waste, recycling and cleanliness

Waste & Recycling		
Key deliverables	What	When
	<ul style="list-style-type: none"> Run a five 'R's campaign building on previous campaigns such as #WasteNothing, and Slim My Waste (see detail below) 	<ul style="list-style-type: none"> once we have the output of the behavioural research, we will review the optimum approach and timing.
	<ul style="list-style-type: none"> Continue with the roll out of the flat's recycling project 	<ul style="list-style-type: none"> ongoing, delivered by Oct 2023
	<ul style="list-style-type: none"> Building on our Reuse shop and Electric Avenue pilot roll out and additional reuse facilities/projects, exploring having a presence on neighbourhood high streets 	<ul style="list-style-type: none"> funding dependent
	<ul style="list-style-type: none"> Explore a repair offering – allowing customers to bring items for repair (chargeable) 	<ul style="list-style-type: none"> funding dependent
	<ul style="list-style-type: none"> Introduce online shopping from our Reuse Shops (delivery and click and collect) 	<ul style="list-style-type: none"> Q3
	<ul style="list-style-type: none"> Deliver upcycling projects 	<ul style="list-style-type: none"> partner and funding dependent
	<ul style="list-style-type: none"> Increase capacity of our IT reuse project 	<ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Explore community profit share schemes 	<ul style="list-style-type: none"> Q2
	<ul style="list-style-type: none"> Continue day-to-day community engagement and projects – see relevant section 	<ul style="list-style-type: none"> Ongoing

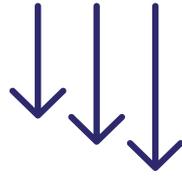




Section 5: city waste, recycling and cleanliness



REFUSE



REDUCE



REUSE



REPURPOSE



RECYCLE

To ensure Bristol is a bountiful, resource-rich city for our children and future generations, we must work together to deliver the five R's.

Through innovation and collaboration, we can achieve a resource-efficient circular economy and deliver a Net Zero future for our city.

We will use the latest available data to understand behaviour and attitudes towards waste, combined with the latest behaviour change theories, to create a campaign designed to reduce waste in the city.

We will begin by analysing available data, and commissioning our own research, to develop a suite of personas and attitudes which segment the city into persona groups. This will allow us to target our messaging to specific audiences in a tone and channel that resonates with them at the precise moment the existing negative behaviours are exhibited.

The city-wide campaign will use a range of out of home, digital, traditional, and social media marketing to raise awareness across the city.

We will build on our experience from running successful campaigns such as Slim My Waste and Litter Hurts, both of which saw significant beneficial impacts on waste and litter in the city.

Case study: Circular economy - IT Reuse

Working in partnership with Bristol City Council, we have delivered social value IT reuse projects including:

Digital Inclusion

- taking the council's old laptops, refurbishing them, and distributing them to people in Bristol who are unable to afford a laptop. We have distributed 1500 laptops to residents to support them to find employment, take online courses and help young people with their education. We aim to distribute at least 3060 laptops via the scheme over the next year.

Computers for Schools

- we are distributing desktops to schools in Bristol, replacing old equipment with refurbished high spec kit. In November 2021, we replaced computers at Orchard School that were nearly 20 years old. We are recycling computers from the NHS and other partners.

In 2022, we plan to roll out our IT reuse offer to the commercial sector – collecting companies' unwanted IT equipment to either recycle, sell, or put into our social value projects.



Section 5: city waste, recycling and cleanliness



Waste & Recycling

Aim 2: Reduce waste to landfill

Bristol is already below our landfill target of less than 11%, with 10.9% going to landfill in 2020-21. This is equivalent to approximately 20,000 additional tonnes of waste diverted from landfill. In 2021-22 our internal data tells us it is averaging 8-9%.



Priority 2 - reduce waste to landfill	What Reduce waste to landfill to below 5% by end of 2022/-23 and to zero by the end of 2025.	Why To support Bristol to meet its 'One City' objectives.
	Deliver a shredder at Avonmouth to shred all non-recyclable material to Energy from Waste (EfW), Refuse Derived Fuel (RDF) and process bulky recyclables (such as wood and garden waste).	Has potential to reduce landfill to 0% and reduce processing costs (circa £250k). After processing, the materials can either be recycled or incinerated at energy from waste plants locally.
	Deliver Hartcliffe HRRC.	Provide a much-needed recycling facility to serve the residents of South Bristol.
Key deliverables	What <ul style="list-style-type: none"> • Avonmouth Phase 2 inc. shredder. 	When <ul style="list-style-type: none"> • Winter 2022
	<ul style="list-style-type: none"> • Hartcliffe Way HRRC. 	<ul style="list-style-type: none"> • opening in 2022
	<ul style="list-style-type: none"> • In partnership with the council, deliver an online and phone booking system to improve access and availability across our HRRCs. 	<ul style="list-style-type: none"> • linked to opening of Hartcliffe



Section 5: city waste, recycling and cleanliness

Waste & Recycling

Aim 3: Deliver visibly cleaner streets



Priority 3 - Deliver visibly cleaner streets

What	Why
Move to a 'village approach' for street cleansing and introduce neighbourhood cleanliness crews.	Implement a neighbourhood approach, bolstering community pride.
Improve our performance and focus on consistent quality across all villages/beats.	As we move to the new 'village approach' it gives us a good opportunity to review our current performance. We have some great crews and supervisors who we can learn from. See HR section for key deliverables.
One City graffiti plan – we will work with BCC to look at what can be done to tackle this significant issue.	Successful council initiatives such as the Clean Streets Campaign and the Big Tidy have put more focus on coordinating a city-wide approach.
Non-standard commercial and residential trials.	There are households and businesses in the city that don't have space for the standard waste and recycling collection methods. This leads to bins and rubbish on the streets. Need to find a way that supports neighbourhoods to keep their streets tidy.
Increase on street litter bin and recycling.	Making it as easy as possible for residents and visitors to keep the streets free of litter.

Key deliverables

What	When
<ul style="list-style-type: none"> Implement the 'village approach' phase 1 street cleanliness changes and phase 2 refuse collection reroute. 	<ul style="list-style-type: none"> Q1 and Q3
<ul style="list-style-type: none"> Work with key parties to tackle graffiti. 	<ul style="list-style-type: none"> ongoing
<ul style="list-style-type: none"> On street litter bin and recycling trials on priority high streets. 	<ul style="list-style-type: none"> Q2
<ul style="list-style-type: none"> Continue with Old City non-standard commercial pilot to remove bins from streets. 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Implement a non-standard residential pilot in the Old City taking learning from the Old City commercial pilot. 	<ul style="list-style-type: none"> Q1-2
<ul style="list-style-type: none"> Introduce improved street monitoring via a new team focused on improving quality and standards. 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Maintain our SLA for complaints at 96%, ensuring we take learning and improvements from complaint reports. 	<ul style="list-style-type: none"> ongoing
<ul style="list-style-type: none"> Improve consistency, quality of investigations and decisions made by our first line managers to support improvements. 	<ul style="list-style-type: none"> ongoing



Section 5: city waste, recycling and cleanliness



Education and community engagement

Case study: 'Get it Sorted' recycling container hanger trial

In January 2021, we trialled the theory that by giving residents direct feedback on what was wrong with their recycling, or why it wasn't collected, it would have a significant impact on recycling behaviour, and educate them about what isn't recyclable.

Three streets were targeted that were particularly problematic, having issues with presentation and contamination, as well as having differing physical, street scenes. 'Yellow' warning hangers requested that residents sort recycling issues. 'Red' hangers communicated why the box or bag hadn't been collected.

The trial saw an improvement of 80% in recycling problems on all the streets over the month.

2022 will see the hangers being scaled up and rolled out to all recycling crews.



Our small Community Engagement team aims to have a big impact in the city. They help Bristol residents to recycle more, waste less and empower communities across Bristol in their journey to becoming cleaner and greener.

Day-to-day the team support litter picking, supporting residents to present their waste and recycling properly, work with operations, community groups and leaders to help solve street scene and bin store issues, and support young people (from primary school to university) to learn about waste, litter, and recycling and how to be an active citizen.

Since Covid-19, they have had to adapt radically and find alternative ways of engaging that aren't face-to-face. At the beginning of the pandemic mostly they supported Operations, but this moved to non-contact engagement by delivering various communications. The standard talks programme and networking/engagement meetings went online, which allowed for continued contact.



In 2021 the team engaged nearly 1,000 people virtually in educational talks, supported over 1,500 litter picking events, visited 687 streets, and dealt with 273 individual issues.

Over the last 12 months the team engaged nearly 1000 people virtually in educational talks, launched the Waste Nothing Schools Challenge, supported over 1,500 litter picking events, visited 687 streets, and dealt with 273 individual issues. They were also shortlisted for 'Team of the Year' at the National Recycling Awards.

Education and community engagement priorities

In 2022-23, alongside this day-to-day activity the team will have a strategic focus on fostering city pride and building on our award-winning campaigns, with a particular focus on our student communities. Success would see an improved neighbourhood environment and recycling rates.



Section 5: city waste, recycling and cleanliness



Engagement

Aim 1: Improve the waste and recycling habits of the student community



<p>Priority 1 - student community</p>	<p>What Work with universities and city partners to significantly improve student waste and recycling habits.</p>	<p>Why</p> <ul style="list-style-type: none"> • to minimise negative refuse and recycling behaviours of the transient student population • to support students in becoming good citizens in their local neighbourhoods • increase recycling rates amongst this group and reduce the residual waste • reduce the negative waste management behaviour around the moving out period • promote the circular economy and increase the awareness of reuse and donations to charity of items.
<p>Key deliverables</p>	<p>What</p> <ul style="list-style-type: none"> • Identify characteristics of behaviour and factors within the student population that might influence adverse behaviour. • Engage with both universities at a strategic level to confirm commitment and understanding of the challenges. • Understand current student behaviours by reviewing operational data and conducting a student survey. • Reinvigorate the “Big Give” moving to a “Students on the Move” programme. • Engage students at key touch points through their university life, working with the right partners in the right place to get key messages across (unis, landlords, student groups etc). • Responsive problem solving with Community Liaison Officers at UoB and UWE. • Explore a ‘Waste Awareness course or module’ for universities. 	<p>When</p> <ul style="list-style-type: none"> • Jan 2022 • Feb 2022 • Jan 2022 • Q1 2022 • ongoing • ongoing • Q2 2022
<p>Identity funding to manage issues around ‘move out’ time.</p>	<p>To reduce problems seen in 2021. Need to ensure there is resource to support communities in high student populations, so they are not negatively impacted by poor waste management. Students need to know how to be good citizens and have the tools to manage their move out effectively.</p>	

Section 5: city waste, recycling and cleanliness



Engagement		
<p>Aim 2: To promote and educate residents on issues including recycling, reuse, clean streets, and waste minimisation messages</p>		
<p>Priority 2 - resident education</p>	<p>What Street engagement.</p>	<p>Why Target known/reported problem areas. Bristol Waste can bring together the right stakeholders to solve issues. Feedback to residents who don't recycle or present their waste correctly to improve operational efficiency, street cleanliness and recycling rates.</p>
	<p>Promote good practice re waste and recycling.</p>	<p>Provides a chance to engage with residents via various channels (web, print, media, events, kerbside) to improve city recycling and street cleanliness through correct presentation. Online webinars proved popular in 2021/22.</p>
	<p>Welcome residents 'behind the scenes' at transfer station.</p>	<p>Allows for greater understanding of waste and recycling processes/journey.</p>
<p>Key deliverables</p>	<p>What</p> <ul style="list-style-type: none"> • 'Recycling wobblers' phase 2 to inc. operations training. 	<p>When</p> <ul style="list-style-type: none"> • ongoing
	<ul style="list-style-type: none"> • Build on 2021 learnings to deliver a 2022-23 webinar series. 	<ul style="list-style-type: none"> • quarterly
	<ul style="list-style-type: none"> • Re-introduce education site tours (Covid dependent). 	<ul style="list-style-type: none"> • TBD
	<ul style="list-style-type: none"> • Street engagement in known/reported problem areas. 	<ul style="list-style-type: none"> • ongoing



Section 5: city waste, recycling and cleanliness



Engagement

Aim 3: Empower Bristol's communities to make their streets cleaner and promote waste reduction and recycling



Priority 3 - Empower Bristol's communities	What	Why
	Continue to build links and relationships with community networks.	Connecting with community groups allows communication and trust leading to better working together practices.
	Expand community assets and infrastructure linked to 'villages'.	To make it easier for communities to look after their local areas by having the tools they need close to hand.
	Develop community training programmes.	To empower them to make changes and problem solve in their areas, deliverables will come out of research with groups re tools they need.
	Work with national organisations to develop best practice support materials	To promote best practice and highlight work of Bristol Waste.
	Promotion of community litter picking and graffiti removal.	Community litter picks create social norming, inspires others, and assists Bristol Waste street cleaning operations.
Key deliverables	What	When
	<ul style="list-style-type: none"> St Paul's Youth Art project. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Great Bristol Spring Clean (GBSC) & Autumn Litter Blitz (ALB). 	<ul style="list-style-type: none"> Q1 and Q3
	<ul style="list-style-type: none"> Community support for litter picking via loans. 	<ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Supply paint, consumables and training to local groups committed to removing graffiti from their areas. 	<ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Launch a litter picking 'how to' kit. 	<ul style="list-style-type: none"> Q2 as part of GBSC
	<ul style="list-style-type: none"> Clean Up UK case study and other national engagements. place to get key messages across (unis, landlords, student groups etc). 	<ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Set up new litter picking group in Hartcliffe. 	<ul style="list-style-type: none"> Q1 and Q2
	<ul style="list-style-type: none"> Continue to develop links with Bristol Clean Streets Forum, Tidy BS5 and other networks. 	<ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Engage in 'village' roll out and consider community resources. 	<ul style="list-style-type: none"> Q4

Section 5: city waste, recycling and cleanliness



Engagement		
Aim 4: Educate and promote waste reduction and recycling to young people		
Priority 4 - Working with young people	What Develop a pool of resources and talks aimed at youth groups such as scouts and guides.	Why Educating young people about waste reduction and recycling messages increases 'pester power' in homes and leads to a better educated youth population.
	Formalise and deliver secondary school engagement.	Currently been focusing on primary school engagement with the challenge and only liaising with secondary schools on an ad-hoc basis.
	Support schools to reduce their waste and environmental impact.	Effective way to engage a whole school with knock on effects to student population.
Key deliverables	What <ul style="list-style-type: none"> Convert Waste Nothing Schools Challenge into online resource (challenge for primary age children). 	When <ul style="list-style-type: none"> Q1-Q3
	<ul style="list-style-type: none"> Waste Nothing Secondary School challenge. 	<ul style="list-style-type: none"> Q3
	<ul style="list-style-type: none"> Launch a 'School Kit' – a guide for primary and secondary schools on how to reduce their school's waste and environmental impact. 	<ul style="list-style-type: none"> Q2
	<ul style="list-style-type: none"> Deliver school talks with a focus on food waste reduction and litter pickings. 	<ul style="list-style-type: none"> ongoing



Section 5: city waste, recycling and cleanliness

Engagement

Aim 5: Provide agile support to Bristol Waste Operations on projects and methodology changes



<p>Priority 5 - Operational support</p>	<p>What Support operations to identify and deliver interventions to challenging waste and recycling issues.</p>	<p>Why Joint working with operations leads to quicker resolutions of issues, and helps support crews and supervisors, which in turn leads to more confidence in Bristol Waste by residents.</p>
<p>Key deliverables</p>	<p>What</p> <ul style="list-style-type: none"> • Support community engagement and communications linked to 'Flats Mini Recycling Centre project' with Sustainability & Innovation team. • As required, communicate messages to residents or networks about any changes in collection – small or larger scale. • As required, undertake interventions and behaviour change trials. 	<p>When</p> <ul style="list-style-type: none"> • ongoing • ongoing • ongoing



Section 6: commercial waste services



Summary

Our ambition is to be the waste services supplier of choice for all Bristol businesses.

We continue to build on our strong relationships across the city by offering waste solutions that are good for businesses, good for the environment and good for Bristol. We target partnerships with large Bristol-based organisations where we can deliver the message of waste reduction, sustainable waste services and good value, whilst also bringing in smaller work from SMEs to complement the service.

There is no doubt Covid-19 has had a profound effect on many of the businesses in Bristol. Although Bristol is home to numerous major facilities and head offices for leading regional, national and international enterprises, if the work from home model continues to be widely adopted and developed the next few years will see a reduced need for large offices as teams meet digitally rather than physically. Bristol has a vibrant commercial market, and we believe opportunities will still arise through companies restructuring, looking for bespoke collection services and a greater onus on value for money from a local, sustainable business.

We will work closely with BCC, looking at ways to improve internal services, seeking to make efficiencies and improve productivity via our existing contract, as well as growing our Non-Teckal facilities management and commercial waste opportunities.

By nurturing both income streams we will seek to substantially grow our market share over the next five years.

Our sales and marketing team will need to expand to meet these new demands and we intend to recruit a Head of Business Development along with a Proposal Developer to meet these challenges.

We have a small sales and operational team that consistently delivers new business growth in a cost-effective and structured manner. To pursue further higher value strategic partnerships with both BCC and SMEs in the Bristol region, the team must have the capacity and ability to prepare robust and profitable proposals that can be effectively managed and operated.

Innovation

Avonmouth Phase 2 will include a new sorting line and shredding capability housed around an environmentally friendly building. The improved facilities will enable us to recycle more and considerably reduce the amount of waste sent to landfill. The increased capacity and speed of processing will give us the ability to grow commercial waste contracts substantially and sustainably.

When the 'village approach' restructure is complete, we will be able to reduce travel times across the city and significantly reduce our carbon footprint.

2021/22 Performance snapshot

From April to December, despite COVID-19, commercial waste has achieved sales of over £610,000 of annualised new business. Notable wins throughout 2021 include:

- Eco Shoots
- The Waste Connect – Aston Martin, BMW, Mini & Porsche
- Westonbirt Arboretum
- Bristol Port Company
- Caridon – Imperial Apartments
- BS1 - The Old City commercial waste contracts

The pipeline currently stands at a further £690,875.

As a local provider of waste services that looks after Bristol's residential properties on behalf of our shareholder Bristol City Council, we are in a unique position of strength. Our shareholder should help us to reinforce the message that we care about the local community we serve as we are very much a part of it. Our local customer focus is the differential between ourselves and our national competitors. It is also why many in the waste broker community choose Bristol Waste as their service partner for their customers with sites in the Bristol region. Another area of concentration is maintaining honest relationships with current customers to identify what we are doing well, where we can improve, as well as any further opportunities.



Section 6: commercial waste services

Marketing Plans

Competent public relations, marketing and communications support has been essential to our marketing and communications strategy so far. Going forward, we will build on our established platforms and on the success of our award-winning campaigns, which have generated valuable regional and national recognition and new business opportunities.

The 2022/23 external marketing strategy will focus on promoting our new capabilities and seek greater coverage of our commercial offerings. Internally, the new structure within Bristol City Council will facilitate better stakeholder communications.

Commercial		
<p>Aim 1: Integrate 'Clean Streets' objectives from the Mayor's 'Waste Summit' into a bespoke service offering.</p>		  
<p>Priority 1 - Bespoke service offering</p>	<p>What Develop our commercial offer following the Old City pilot scheme, providing a bespoke collection service offering.</p>	<p>Why Mayoral and Council priority to improve the look of the city and raise standards. We recognise the role of commercial waste in the street scene and how this can be improved by storing and presenting waste and recycling correctly.</p>
	<p>Increase service offering.</p>	<p>As more choices are offered, Bristol Waste can become the supplier of choice for local businesses.</p>
<p>Key deliverables</p>	<p>What</p> <ul style="list-style-type: none"> • Bins should only be presented during the agreed time zones. Working with the Council, we will offer a bespoke service of collections to result in bins being removed from the street outside of agreed time zones. A pilot scheme in the Old City will be completed in early 2022 ahead of roll-out across the rest of the city. Learnings and next steps to be agreed by strategic client before the full roll-out. 	<p>When</p> <ul style="list-style-type: none"> • Q1
	<ul style="list-style-type: none"> • Work with the council to ensure enforcement activity is undertaken for any persistent offenders and in problem areas. 	<ul style="list-style-type: none"> • ongoing
	<ul style="list-style-type: none"> • Work with commercial customers to support increased recycling rates and reduced contamination of recycling bins. 	<ul style="list-style-type: none"> • Q1
	<ul style="list-style-type: none"> • Introduce satisfaction surveys for commercial services. 	<ul style="list-style-type: none"> • Q2

Section 6: commercial waste services



Commercial		
Aim 2: be the waste supplier of choice for local businesses.		  
Priority 2 - Waste supplier of choice	What Controlled, profitable and sustainable growth of commercial business.	Why As a Teckal business, any commercial surplus supports the municipal contract and either improves our service or is channelled back to Bristol City Council.
	Continue to develop our commercial team and a reputation for being straightforward and easy to work with.	Our people are our brand and will be the reason people choose us as their supplier.
Key deliverables	What <ul style="list-style-type: none"> Increase in sales and surplus accompanied by a high retention of new and existing business. Business Development will work with the operational team to win new contracts for the operational team to implement. 	When <ul style="list-style-type: none"> ongoing

Commercial		
Aim 3: enhanced operational and financial contribution.		  
Priority 3 - enhanced contribution	What Deliver service improvements and reprocessing improvements to enhance operational and financial contribution.	Why We have a clear focus on efficiencies and continuous improvements.
Key deliverables	What <ul style="list-style-type: none"> Avonmouth Phase 2 will provide improved and cost-effective processing that meets the requirements for landfill and recycling targets. 	When <ul style="list-style-type: none"> Q3/Q4
	<ul style="list-style-type: none"> Increased cost efficiency for our mobile services. 	When <ul style="list-style-type: none"> Q3/Q4



Section 7: workplace services

Summary

Bristol Workplace Services has been fully operational for six months, delivering services for Bristol City Council and one commercial client so far. 2021 saw the smooth transition of 183 Council employees to Workplace Services.

There are many benefits to companies that have well-run facilities management (FM) services. Well-managed sites and buildings enable organisations to function at their most efficient and effective level, adding value to the organisation. Currently, Workplace Services provides cleaning and security services to the council but has the experience to deliver a wider range of facilities management services.

There are several market challenges facing Workplace Services in the next year.

FM as a career choice offers an interesting and diverse working life, with many opportunities for career development. Having skilled, motivated employees is essential and Bristol Workplace Services will focus on developing its teams in 2022/23.

Areas of development will include delegation, collaboration, interpersonal relationships, strategy formulation and implementation, and managing service providers.

We need to ensure that talented people are recruited and retained. Services are delivered by people, therefore attracting and retaining high-quality staff is vital.

Recruitment continues to be an area of concern with extremely competitive salary expectations in the wider FM labour market. Bristol Waste are now offering salaries above Living Wage, but this will remain an area of careful consideration to ensure consistent service delivery and continuity with the existing staff base.

The transferred fleet includes some fully depreciated vehicles, so a strategic fleet review is required to phase in new vehicles as well as a position on our current hired vehicle fleet. There are aspirations to move to full EV and these options will be evaluated during 2022/23.

Workplace Services are currently engaged in ongoing discussions with the Council regarding the variable elements of the contract, and the current 'Common Activities Programme' leading to the move towards the council's aspiration to become a corporate landlord. We would welcome the opportunity to input further into these programmes and help shape future delivery and fulfil the commitments made within the target operating model.

The Computer Aided Facilities Management (CAFM) build and delivery represents a considerable project involving Workplace Services and the council. This programme will result in the ability to digitally manage and plan service delivery and ensure contract stability and consistency. Workplace will have the ability to schedule and manage operations in real time whilst providing a rich data source to help analyse and interpret the effectiveness of our delivery methodologies. Implementation of the new CAFM software and associated helpdesk will boost customer engagement, ensure adherence to performance measures, collate data and enable trend analysis for improved customer reporting.

2021/22 Performance snapshot

A successful transfer with minor issues, we saw a seamless transfer of staff and systems. This was an exceptionally challenging onboarding due to Covid impact on the 'physical' aspects of meeting and engaging with staff.

Quality, Health and Safety and initial training packages (including induction) now complete with 2637 hours of training undertaken to date.

Significant challenge in obtaining full Right to Work documentation (post transfer) and now fully complete and compliant.

All staff now have an assigned work order, place of work and correct hours, a significant shift from pre-transfer.

Reliance on Subcontractors to cover core works now largely eradicated although still some use for variable and one-off engagements. Total savings to BCC are forecast to be £2.88m over 5 years.

Recruitment challenges have been overcome by using a range of initiatives such as 'refer a friend', direct applicants from the Job Centre, Job Fairs, and local postcards.

Complaints are infrequent thanks to direct customer meetings and much improved customer liaison and relationships.

We have received positive recorded feedback from a range of Senior Council Stakeholders. Our direct stakeholder and Senior Director are pleased with delivery to date and direction of travel.

We are not complacent some improvements are required, notably to reporting (data) and these are in hand.

Section 7: workplace services



We have made progress towards a more efficient and effective service.

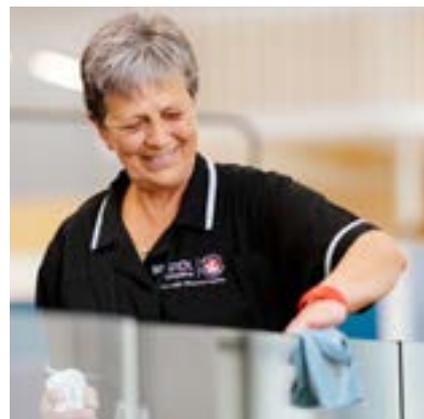


In 2022/23 work will continue to understand the impact of cultural change and help us move towards a more process driven and integrated service.

By listening to staff feedback, and through a continued engagement programme, we will shape the improvements needed. Workplace Services will spend time understanding the drivers of cultural change and assess the reasons behind high instances of sickness and absence.

Opportunities

There are significant opportunities in the FM market for both Teckal and Non-Teckal development and growth. In 2022/23 we will develop a strategic growth plan and identify funding for resource to enable competent bid propositions.



<p>Teckal enabled growth (internal BCC)</p>	<p>We are open to taking on further areas of work within BCC and have started initial conversations to identify opportunities. Further discussion with senior stakeholders from both organisations is needed to understand Bristol Waste's potential offer and capability. A key enabling element is the relationship required between Bristol Waste and the council's procurement team. The outputs of the council's 'Common Activities' project and the move towards adopting a corporate landlord approach will generate both opportunities and risks for Bristol Waste.</p>
<p>Non-Teckal (outside of BCC)</p>	<p>There is significant scope for Non-Teckal business growth. Tender opportunities frequently arise within the Bristol geographic area that would be suitable for Workplace Services. The surrounding authorities have similar physical estates and require FM delivery and we have had initial discussions with a neighbouring authority regarding potential collaboration. Non-OJEU opportunities within the Bristol area are also frequent and include the new financial area surrounding Temple Meads and the existing manufacturing sectors in the north of the city.</p>



In 2022/23 we will develop a strategic growth plan and identify funding for resource to enable competent bid propositions.



Section 7: workplace services

BWS		
Aim 1: change from novated to 'steady state' operations driven by Target Operating Model (TOM)		  
Priority 1 – Target operating model	What Introduction and delivery of new ways of working.	Why Out of date processes have been reviewed and new processes created to provide the workforce with clear management and direction of travel.
	Ensure staff have the tools they need to work efficiently.	We value our staff and want to make sure they have the right tools for the job.
Key deliverables	What <ul style="list-style-type: none"> • Process maps, processes, training, service matrix. 	When <ul style="list-style-type: none"> • phased over the year with full completion of the service matrix by Q3 & enabling activities embedded by the end of Q2.
	<ul style="list-style-type: none"> • Fleet review and business case. 	<ul style="list-style-type: none"> • Q3

BWS		
Aim 2: Efficient working to reduce overtime and use of subcontractors		  
Priority 2 – Efficient working practices	What Create and implement a mobile reactive response team.	Why Self-delivery is becoming increasingly necessary in a more competitive labour market. This will build resilience.
Key deliverables	What <ul style="list-style-type: none"> • Mobile response team introduced. 	When <ul style="list-style-type: none"> • Q2

BWS		
Aim 3: Implementation of CAFM and helpdesk system		  
Priority 3 – CAFM and helpdesk system	What Successful implementation of the new CAFM system.	Why Enable the helpdesk function and equip the workforce to provide a quick, reactive response to ad hoc tasks. Increase productivity and improve reporting on standard day-to-day works.
Key deliverables	What <ul style="list-style-type: none"> • CAFM system installed 	When <ul style="list-style-type: none"> • Q3
	<ul style="list-style-type: none"> • Co-ordinator team in place and trained 	<ul style="list-style-type: none"> • Q3
	<ul style="list-style-type: none"> • Workforce digitalised 	<ul style="list-style-type: none"> • Q3

Section 7: workplace services



BWS		
Aim 4: Continuous improvement of workforce		  
Priority 4 – Continuous improvement	What Focus on productivity, recruitment and driving down absence due to sickness. Improve staff engagement.	Why An enthusiastic, motivated workforce will provide an excellent service and the continuous improvement will allow for strategic planning and business development.
Key deliverables	What <ul style="list-style-type: none"> Reduction of long-term absence due to sickness. 	When <ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Quarterly staff surveys and subsequent targeted action plans. 	<ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Input into wider 'Bristol Waste People' initiatives and reviews (see People section for details) 	<ul style="list-style-type: none"> ongoing
	<ul style="list-style-type: none"> Build on 'Bright Ideas' pilot to increase staff engagement by recognising and rewarding innovation and above and beyond activity. 	<ul style="list-style-type: none"> ongoing

BWS		
Aim 5: Grow the business (Teckal and Non-Teckal)		  
Priority 5 – Grow the business	What Develop a strategic growth plan.	Why Enable cohesive and sustainable growth, to consider risk factors, market available opportunities, approach to these opportunities and key success / strength factors. For works with BCC and wider non Teckal entities and contracts.
Key deliverables	What <ul style="list-style-type: none"> Research, produce and approve a strategic growth plan to include five-year growth plan. 	When <ul style="list-style-type: none"> Q1
	<ul style="list-style-type: none"> Develop and implement a bid/no bid process, business development library and a business development collateral and marketing communications website. 	<ul style="list-style-type: none"> Q2
	<ul style="list-style-type: none"> Identify and recruit business development team. 	<ul style="list-style-type: none"> Q3
	<ul style="list-style-type: none"> A common procurement programme to look at joint procurement activities between Bristol Waste and Workplace. 	<ul style="list-style-type: none"> Q2



Section 8: financial plan

2022/23 Business plan financials - high level

The table below shows a high-level summary of our financial business plan for 2022/23. It shows comparison numbers against our forecast outturn for the current financial year 2021/22 and the 2022/23 forecast from our 2021/22 previously published business plan.

The forecast outturn numbers are based on seven months actual numbers in the current financial year plus five months forecast numbers to March 2022.

At company level our business plan shows a surplus for the year of £705k.

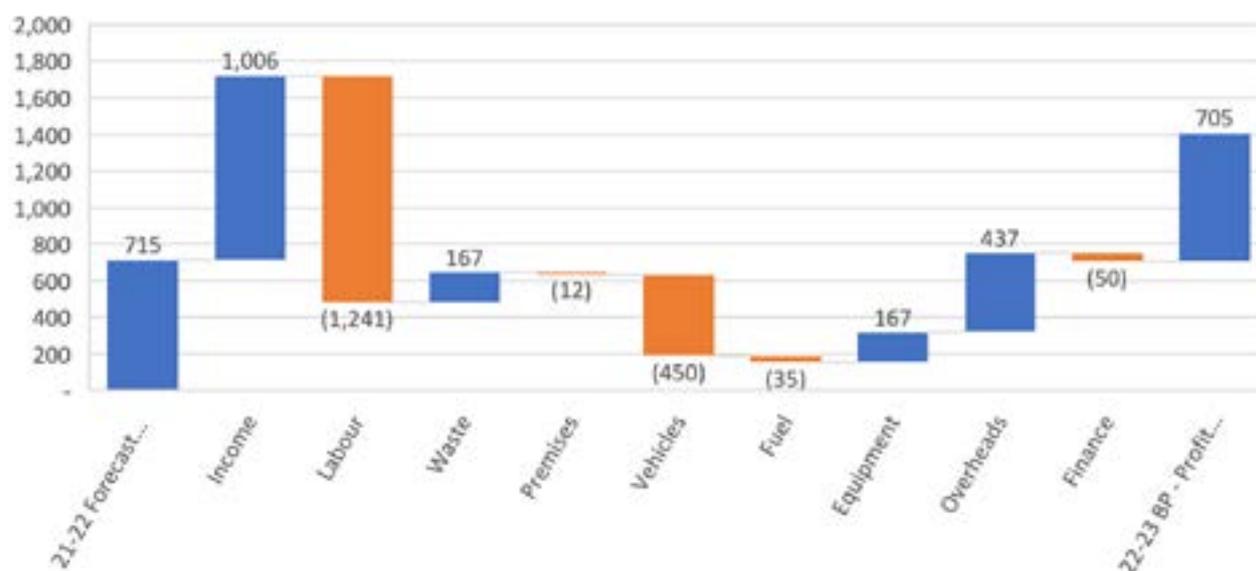
Company	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
Contract Revenue - Fixed	40,181	73%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	-	-	-
FM Contract Revenue	5,516	10%	5,130	386	8%	5,516	(0)	(0)%
Recyclables Revenue	3,344	6%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	5,676	10%	5,534	142	3%	5,953	(277)	(5)%
Interest Income	-	-	-	-	-	-	-	-
Total Revenue	54,718	100%	53,711	1,006	2%	53,549	1,169	2%
Cost of Sales								
Labour	28,211	52%	26,970	(1,241)	5%	28,030	181	(1)%
Waste Disposal	15,649	29%	15,816	167	(1)%	15,056	593	(4)%
Premises	1,353	2%	1,341	(12)	1%	1,277	76	(6)%
Vehicle & Fleet	4,620	8%	4,171	(450)	11%	4,468	153	(3)%
Fuel	1,630	3%	1,595	(35)	2%	1,297	333	(26)%
Equipment & Materials	1,033	2%	1,200	167	(14)%	1,310	(277)	21%
Total cost of sales	52,496	96%	51,093	1,403	3%	51,437	1,059	2%
Overheads & Central	840		1,277	437	(34)%	1,875	(1,035)	(55)%
Finance and depreciation	676		627	(50)		676		-
Overheads & Central	1,516	3%	1,903	387	(20)%	1,875	(359)	(19)%
Surplus / Deficit	705	1.3%	715	10		237	468	
Paymech - subject to review	-					555		
Surplus after paymech	705					792		



Section 8: financial plan



High level movements 2021-22



Income

The movements in income can be attributed to the full year effect of the FM income, weakening of recycle market and a reduction in projects income.

Labour

FM is in the plan for a full year. An inflationary increase is included for annual pay awards. Although we are feeling the impact of the labour shortage, we continue to target direct recruitment and reduce agency spend.

Waste

Waste costs will remain broadly in line with current outturn.

Vehicles and fuel

Increase in fleet costs can be attributed to vehicle replacements where the vehicle being replaced is fully depreciated in the current year, resulting in an increase in depreciation charge in the business plan.

Equipment

The decrease is driven by improvements on controls over replacement bins and containers.

Overheads & Finance

The business plan includes a significant reduction in fees, driven by a reduction on Bristol Holding Company charges and less use of consultants as we move to a 'steady state' on several projects that have completed in the current year.

Overheads also reduce in the business plan as associated other income included in previous years is not included in 22-23 numbers. Hence the costs associated with the other income also falls away.

Finance costs include loan interest payments to BCC at market rates and reflect an increase in investment as planned. The 2021-2022 outturn figures include gains made of disposal of old assets – vehicles and the baler.

The table below and waterfall chart show the movement from our 21-22 forecast outturn to our draft 22-23 business plan.

21-22 Forecast outturn - Profit / (Loss)	715
Income	1,006
Labour	(1,241)
Waste	167
Premises	(12)
Vehicles	(450)
Fuel	(35)
Equipment	167
Overheads	437
Finance	(50)
22-23 BP - Profit / (Loss)	705

See exempt appendix E for detailed breakdown of other income.



Section 8: financial plan

2022/23 Business plan financials – business divisions

This table shows our 2022-2023 split into main business divisions. Commercial and FM contribute a profit of £560k to the overall business plan profit of £705k.

	Municipal	Commercial	FM	Company
Revenue	£k	£k	£k	£k
Contract Revenue - Fixed	40,181	-	-	40,181
FM Contract Revenue	-	-	5,516	5,516
Recyclables Revenue	3,344	-	-	3,344
Other Income	538	5,078	60	5,676
Total Revenue	44,064	5,078	5,576	54,718
Cost of Sales				
Labour	22,767	1,311	4,133	28,211
Waste Disposal	12,672	2,822	155	15,649
Premises	1,089	126	138	1,353
Vehicle & Fleet	4,349	244	273	4,866
Fuel	1,449	101	80	1,630
Equipment & Materials	603	83	375	1,061
Total cost of sales	42,931	4,686	5,153	52,770
Overheads & Central	689	116	138	943
Finance and depreciation	300	-	-	300
Overheads & Central	989	116	138	1,243
Surplus / Deficit	144	276	284	705
Paymech - subject to review	-	-	-	-
Surplus after paymech	144	276	284	705



Section 8: financial plan



2022/23 Business plan financials – financial efficiencies

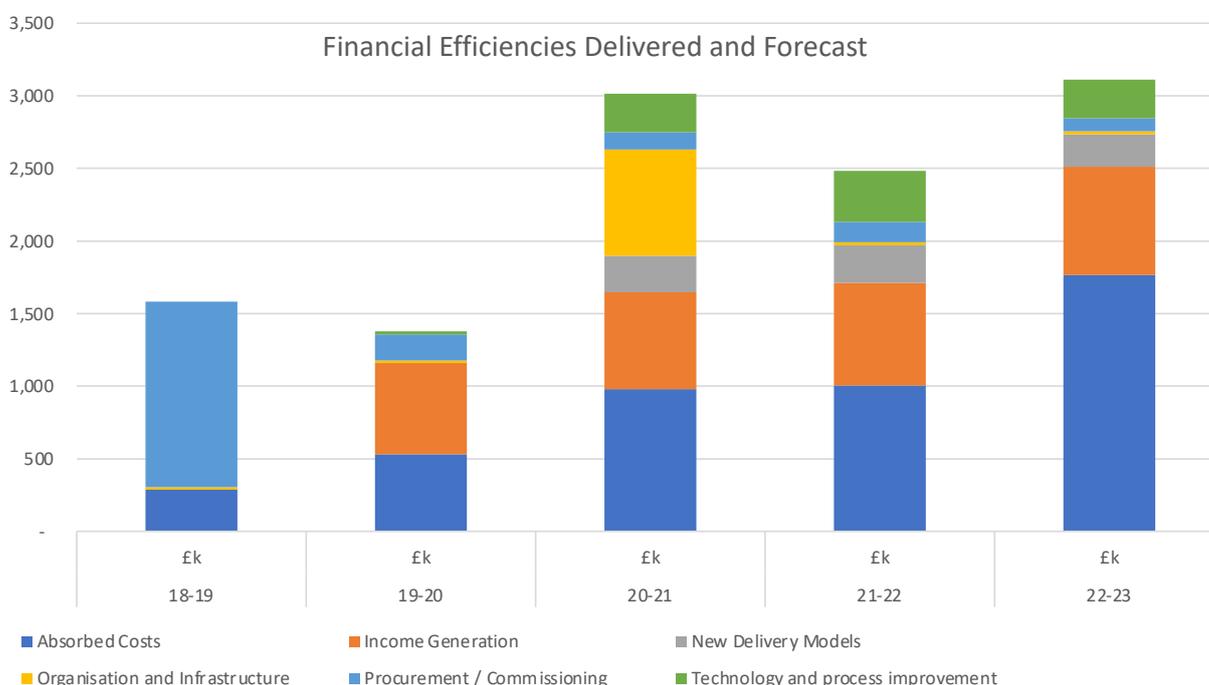
Over the last four years Bristol Waste has delivered £8.45m of efficiencies, with a further £3.1m already planned and in delivery for 2022-2023, ensuring we deliver within the contract budget.

Key efficiencies include:

- the absorption of additional Bristol housing (£1.6m 2022 - 2023)
- Hartcliffe HRRC capital spend contribution
- renegotiated food disposal contract to allow additional tonnages to be disposed of at reduced rates (£1.5m 2018 – 2023)
- the table (below) outlines the operational financial efficiencies delivered and forecast 2018 - 2023*
- 2022 - 2023 forecast efficiencies include incremental additional operating costs of £751k for Hartcliffe HRRC.

Financial Efficiencies Delivered and Forecast	18-19	19-20	20-21	21-22	22-23	Total
	£k	£k	£k	£k	£k	£k
Absorbed Costs	288	531	981	1,003	1,766	4,568
Income Generation	-	627	667	707	747	2,748
New Delivery Models	-	-	251	261	221	733
Organisation and Infrastructure	18	18	730	20	21	807
Procurement / Commissioning	1,278	181	121	141	91	1,812
Technology and process improvement	-	20	265	350	265	900
Total	1,583	1,377	3,015	2,482	3,111	11,568

*Does not include £1m Hartcliffe HRRC capital contribution from BWC.





Section 8: financial plan

2022/23 Business plan financials – municipal

The table below summarises the municipal core contract financials comparing against forecast outturn and our previously published business plan.

Municipal	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
Contract Revenue - Fixed	40,181	91%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	617	(617)	(100)%
Recyclables Revenue	3,344	8%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	538	1%	1,191	(653)	(55)%	1,361	(823)	(60)%
Total Revenue	44,064	100%	44,238	(174)	0%	44,058	6	0%
Cost of Sales								
Labour	22,767	52%	21,650	1,117	(5)%	22,305	462	(2)%
Waste Disposal	12,672	29%	13,309	(637)	5%	13,032	(360)	3%
Premises	1,089	2%	1,341	(251)	19%	1,202	(113)	9%
Vehicle & Fleet	4,349	10%	3,873	476	(12)%	4,124	225	(5)%
Fuel	1,449	3%	1,462	(13)	1%	1,235	214	(17)%
Equipment & Materials	603	1%	867	(264)	30%	702	(99)	14%
Total cost of sales	42,931	97%	42,503	428	1%	42,600	331	1%
Overheads & Central	689		1,019	(330)	32%	1,779	(1,090)	61%
Finance and depreciation	300		614					
Overheads & Central	989	2%	1,633	(644)	39%	1,779	(790)	44%
Surplus / Deficit	144	0%	103	41	40%	(321)	465	145%
Paymech - subject to review	-					555		
Surplus after paymech	144					234		

The costs include the incremental increase of operating Hartcliffe at £751k. It shows a net surplus of £144k with no Paymech payment being made either way between Bristol Waste and BCC.

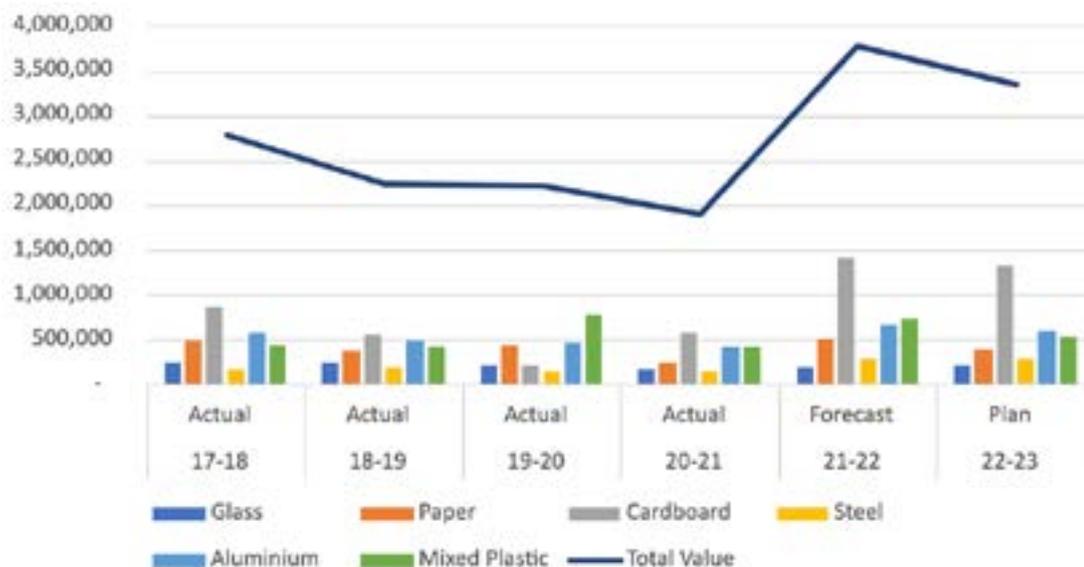


Section 8: financial plan



2022/23 Municipal supporting information - recycle income

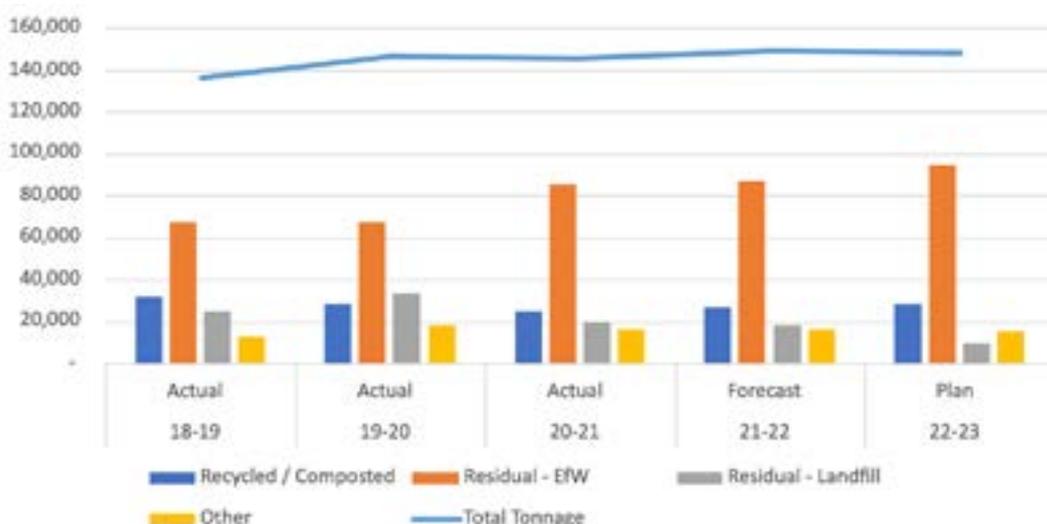
Income by material	17-18	18-19	19-20	20-21	21-22	22-23
	Actual	Actual	Actual	Actual	Forecast	Plan
	£k	£k	£k	£k	£k	£k
Glass	236	244	201	162	179	211
Paper	487	375	429	223	499	403
Cardboard	862	546	200	573	1,417	1,323
Steel	174	192	151	145	287	273
Aluminium	579	475	452	404	670	600
Mixed Plastic	447	408	784	409	733	535
Total Value	2,784	2,240	2,217	1,916	3,785	3,344



See exempt appendix C for detailed breakdown of recycle income.

2022/23 Municipal supporting information - waste disposal

Tonnages by destination	18-19	19-20	20-21	21-22	22-23
	Actual	Actual	Actual	Forecast	Plan
Recycled / Composted	31,352	28,324	24,875	26,996	28,685
Residual - EfW	67,585	67,601	85,193	87,409	94,405
Residual - Landfill	25,044	33,055	19,658	18,127	9,520
Other	12,940	17,885	16,429	16,581	15,919
Total Tonnage	136,921	146,865	146,155	149,113	148,530





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2022/23 Municipal supporting information – Paymech

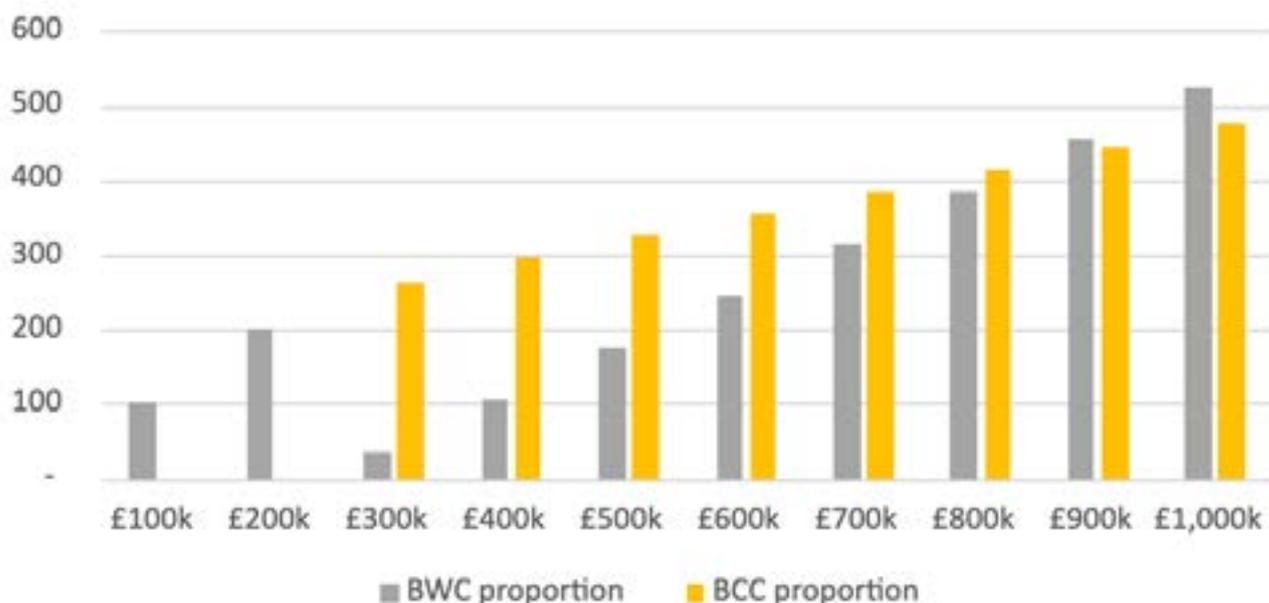
The Paymech in place is a risk/reward arrangement between BCC and Bristol Waste.

- It was established to provide a mechanism for Bristol Waste to give a proportion of surplus profits to our shareholder BCC, whilst at the same time providing Bristol Waste with an element of support, if required, given the volatility of the recycle market.
- It is a cost-plus calculation that takes our Teckal core service revenue and compares that with the direct costs of delivering the service plus a margin of 15%. Our recommendation is that the margin now moves to 14% for 22-23 and the following two years.
- If the gap between the two figures is less than £250k (surplus or deficit) this stays with Bristol Waste. If the gap exceeds £250k (either way) then the first £250k is either paid to BCC or received from BCC.

Amounts exceeding £250k are split in the proportion:

- BCC 30%
- Bristol Waste 70%.

Illustrated below are the payments under the Paymech calculation at various levels of profit. Negative variances would be a 'mirror image' of the table.



Paymech		17-18	18-19	19-20	20-21	21-22	22-23	22-24	22-25	22-26	22-27
	%	£100k	£200k	£300k	£400k	£500k	£600k	£700k	£800k	£900k	£1,000k
Cost plus v Core price variation	-	100	200	300	400	500	600	700	800	900	1,000
Cap / Collar level	-	250	250	250	250	250	250	250	250	250	250
BWC proportion	70%	100	200	35	105	175	245	315	385	455	525
BCC proportion	30%	-	-	265	295	325	355	385	415	445	475

Section 8: financial plan



2022/23 to 2026/27 five-year business plan financials – municipal

Municipal	22-23 Business Plan		23-24			24-25			25-26			26-27		
Revenue	£k	% of income	Variance			Variance			Variance			Variance		
			£k	£k	%									
Contract Revenue - Fixed	40,181	91%	41,246	1,065	3%	42,339	1,093	3%	43,461	1,122	3%	44,613	1,152	3%
Recyclables Revenue	3,344	8%	3,433	89	3%	3,524	91	3%	3,617	93	3%	3,713	96	3%
Other Income	538	1%	587	49	8%	643	56	9%	680	37	5%	718	38	5%
Total Revenue	44,064	100%	45,266	1,203	3%	46,506	1,240	3%	47,758	1,252	3%	49,044	1,286	3%
Cost of Sales														
Labour	22,767	52%	23,374	(607)	(3)%	23,998	(623)	(3)%	24,636	(638)	(3)%	25,290	(655)	(3)%
Waste Disposal	12,672	29%	13,008	(336)	(3)%	13,353	(345)	(3)%	13,707	(354)	(3)%	14,070	(363)	(3)%
Premises	1,089	2%	1,118	(29)	(3)%	1,148	(30)	(3)%	1,178	(30)	(3)%	1,210	(31)	(3)%
Vehicle & Fleet	4,349	10%	4,403	(54)	(1)%	4,459	(55)	(1)%	4,516	(57)	(1)%	4,574	(58)	(1)%
Fuel	1,449	3%	1,487	(38)	(3)%	1,527	(39)	(3)%	1,567	(40)	(3)%	1,609	(42)	(3)%
Equipment & Materials	603	1%	618	(15)	(2)%	633	(15)	(2)%	649	(16)	(2)%	665	(16)	(2)%
Total cost of sales	42,931	97%	44,009	(1,079)	(2)%	45,117	(1,108)	(2)%	46,252	(1,135)	(2)%	47,418	(1,165)	(2)%
Overheads & Central	689		702	(13)	(2)%	716	(14)	(2)%	729	(13)	(2)%	743	(14)	(2)%
Finance and depreciation	300		301			301			302			303		
Overheads & Central	989	2%	1,003	(14)	1%	1,017	(15)	1%	1,031	(14)	1%	1,046	(14)	1%
Surplus / Deficit	144	0%	254	110	43%	371	117	32%	475	103	22%	581	106	18%
Paymech	-		-			-			-			-		
Surplus after paymech	144		254			371			475			581		



Section 8: financial plan

2022-23 Business plan financials – commercial

Our commercial income is made up of three components:

- bulk waste from third party customers. This varies from small solo employee businesses to large commercial waste companies (c50%)
- commercial bin collections from businesses (c.40%)
- BCC trade waste collections (c.10%).

Bulk waste gives opportunities for higher margins through ‘waste mining’. Taking in waste at landfill disposal rates and then sorting waste into component streams such as wood which offer lower disposal rates.

The Business Plan for 2022/23 currently shows a slight reduction in profit on 2021/22 forecast outturn. In 2021/22, we have received a number of ‘one offs’ that have increased margin, for example, large commercial customers that have used our processing site at Avonmouth while their facilities have been out of action. Recent merger activity in the waste sector is forecast to have an impact on our bulk trade waste income in 2022/23.

Commercial	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	Variance			Variance		
Revenue	£k	% of income	£k	£k	%	£k	£k	%
Other Income	5,078	100%	4,275	804	19%	4,532	546	100%
Total Revenue	5,306	1	4,948	359	7%	3,331	1,975	59%
Cost of Sales								
Labour	1,311	26%	1,063	248	(23)%	1,266	45	(4)%
Waste Disposal	2,822	56%	2,378	444	(19)%	2,580	242	(9)%
Premises	126	2%	-	126	-	75	51	(67)%
Vehicle & Fleet	244	5%	153	91	(59)%	145	99	(68)%
Fuel	101	2%	71	30	(41)%	62	39	(63)%
Equipment & Materials	83	2%	78	6	(7)%		83	-
Total cost of sales	4,686	120%	3,743	943	25%	4,128	558	14%
Overheads & Central	116	2%	69	47	(69)%	96	20	21%
Surplus / Deficit	276	5%	463	(186)		308	(32)	

The draft Business Plan for 22-23 currently shows a slight reduction in profit on 21-22 forecast outturn. In 21-22 we have received a number of ‘one offs’ in the current year that have increased margin e.g. large commercial customers that have used our processing site at Avonmouth while their facilities have been out of action. Viridor have recently been bought by Biffa which will impact on our bulk trade waste income in 22-23 from current year.

Section 8: financial plan



2022/23 to 2026-27 five-year business plan financials – commercial

Our commercial income is made up of three components:

- bulk waste from third party customers. This varies from small solo employee businesses to large commercial waste companies (c50%)

Commercial	22-23 Business Plan		23-24			24-25			25-26			26-27		
	£k	% of income	Variance			Variance			Variance			Variance		
Revenue	£k	% of income	£k	£k	%									
Other Income	5,078	12%	5,288	210	4%	5,528	240	4%	5,800	271	5%	6,103	304	5%
Total Revenue	5,078	12%	5,288	210	4%	5,528	240	4%	5,800	271	5%	6,103	304	5%
Cost of Sales														
Labour	1,311	3%	1,354	(44)	(3)%	1,402	(48)	(3)%	1,489	(87)	(6)%	1,547	(57)	(4)%
Waste Disposal	2,822	6%	2,934	(112)	(4)%	3,062	(128)	(4)%	3,205	(144)	(4)%	3,365	(160)	(5)%
Premises	126	0%	129	(3)	(3)%	132	(3)	(3)%	136	(4)	(3)%	139	(4)	(3)%
Vehicle & Fleet	244	1%	250	(6)	(3)%	257	(7)	(3)%	289	(32)	(11)%	297	(8)	(3)%
Fuel	101	0%	104	(3)	(3)%	106	(3)	(3)%	109	(3)	(3)%	112	(3)	(3)%
Equipment & Materials	83	0%	83	(0)	(0)%	84	(0)	(0)%	84	(0)	(0)%	84	(0)	(0)%
Total cost of sales	4,686	92%	4,855	(169)	(3)%	5,043	(189)	(4)%	5,313	(269)	(5)%	5,544	(232)	(4)%
Overheads & Central	116		119	(3)	(3)%	122	(3)	(3)%	125	(3)	(3)%	128	(3)	(3)%
Surplus / Deficit	276	5%	314	38	12%	363	48	13%	362	(1)	(0)%	430	69	16%





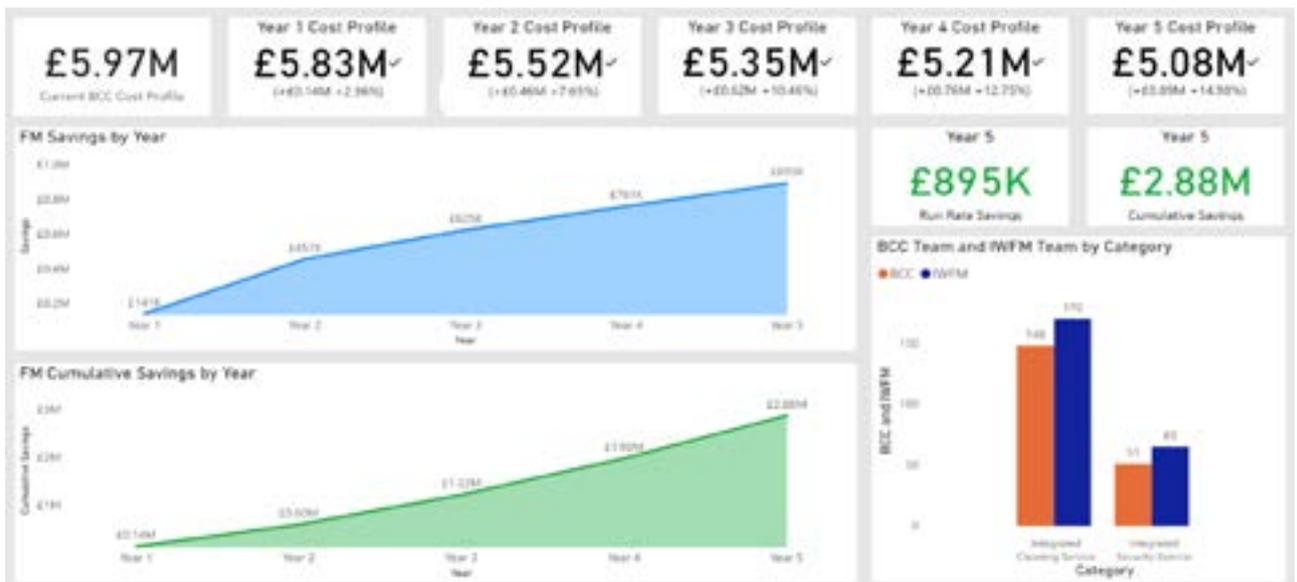
Section 8: financial plan

2022-23 Business plan financials – workplace services

- The table below summarises the FM contract performance.
- The business plan shows a surplus of £284k which is above the previous budget and continues to deliver savings and service improvement to BCC.
- 2021/22 forecast numbers are for 10 months of the year (as BCC FM transferred to BWC from 1 June 21). 2022/23 is a full year.

FM	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue			Variance			Variance		
			£k	£k	%	£k	£k	%
FM Contract Revenue	5,516	99%	5,130	386	8%	5,516	0	0%
Other Income	60	1%	69	(9)	(13)%	60	-	-
Total Revenue	5,576	100%	5,199	377	7%	5,576	0	0%
Cost of Sales								
Labour	4,133	74%	4,257	(124)	3%	4,519	(386)	(9)%
Waste Disposal	155	3%	130	25	(20)%	155	-	-
Premises	138	2%	-	138	-	138	-	-
Vehicle & Fleet	273	5%	144	129	(89)%	199	74	37%
Fuel	80	1%	61	19	(31)%	80	-	-
Equipment & Materials	375	7%	255	120	(47)%	608	(233)	(38)%
Total cost of sales	5,153	92%	4,847	306	6%	5,326	(173)	(3)%
Overheads & Central	138	0%	202	(64)	32%	138	-	-
Surplus / Deficit	284	5%	150	135		250	34	

This dashboard shows the agreed cost and savings profile for the BCC FM contract. The contract was awarded to improve service and make savings on the existing costs that BCC spent. Any surplus made by Bristol Waste is separate from the above, and shown in the five-year FM financials table.



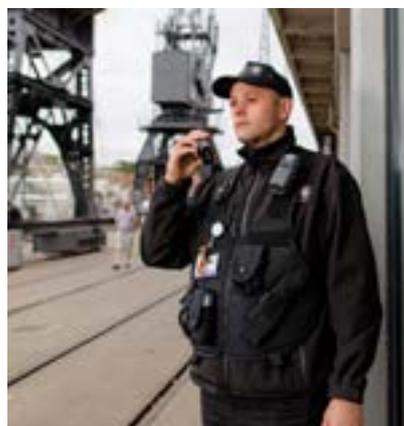
The BCC savings profile below increases from £140k in the first year up to £890k in year five, giving a cumulative saving to BCC of £2.88m.

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2022-23 to 2026-27 Five year business plan financials – workplace services

FM	22-23 Business Plan		23-24			24-25			25-26			26-27		
	£k	% of income	Variance			Variance			Variance			Variance		
Revenue	£k	% of income	£k	£k	%	£k	£k	%	£k	£k	%	£k	£k	%
FM Contract Revenue	5,516	13%	6,938	1,422	20%	8,372	1,434	17%	10,093	1,722	17%	12,111	2,017	17%
Other Income	60	0%	62	2	3%	63	2	3%	65	2	3%	67	2	3%
Total Revenue	5,576	13%	6,999	1,424	20%	8,435	1,435	17%	10,158	1,724	17%	12,177	2,019	17%
Cost of Sales														
Labour	4,133	9%	5,092	(960)	(19)%	6,290	(1,197)	(19)%	7,731	(1,442)	(19)%	9,424	(1,692)	(18)%
Waste Disposal	155	0%	159	(4)	(3)%	163	(4)	(3)%	168	(4)	(3)%	172	(4)	(3)%
Premises	138	0%	142	(4)	(3)%	145	(4)	(3)%	149	(4)	(3)%	153	(4)	(3)%
Vehicle & Fleet	273	1%	280	(7)	(3)%	287	(7)	(3)%	295	(8)	(3)%	303	(8)	(3)%
Fuel	80	0%	82	(2)	(3)%	84	(2)	(3)%	87	(2)	(3)%	89	(2)	(3)%
Equipment & Materials	375	1%	435	(60)	(14)%	509	(74)	(15)%	597	(88)	(15)%	701	(103)	(15)%
Total cost of sales	5,153	92%	6,190	(1,037)	(17)%	7,479	(1,289)	(17)%	9,027	(1,548)	(17)%	10,841	(1,814)	(17)%
Overheads & Central	138	0%	142	(4)	3%	146	(4)	3%	149	(4)	3%	153	(4)	3%
Surplus / Deficit	284	5%	668	383	57%	810	143	18%	982	171	17%	1,183	201	17%





Section 8: financial plan

Investment Plans and Reserves

Waste Shredder – Avonmouth

As part of our business plan, we are proposing £585K capital investment in a waste shredder to give annual savings on waste disposal. This will provide annual operational cost savings based on haulage reduction and shredding non-recyclable waste, moving from landfill to Energy from Waste (EfW).

The shredder will be operational in Winter 2022 with full year savings of £287k and £96k reflected in 2022/23 numbers for four months of operation. No loan funding is being sought for this investment from BCC and it will be funded by Bristol Waste reserves.

Vehicle and Fleet

In 2022/23 we will consider vehicle fleet replacements, particularly with the ageing fleet in Workplace Services. Options are currently being explored on the benefits of leasing vs. purchase on these vehicles. This is due to lack of availability of new electric vehicles, along with the necessary charging infrastructure for mobile and off-site operatives. Any investment in new vehicles in 2022/23 will be funded from BWC reserves with no requirement for loan funding from BWC.

Avonmouth Phase 2

The £2.8m investment in a new additional baler and new sorting lines at our Avonmouth site was approved as part of our 2021/22 business plan together with loan funding from BCC. This project is progressing with completion scheduled for Winter 2022.

The main baler at Albert Road was replaced during the 2021-22 financial year at an investment of £350k to enhance performance and provide much greater reliability, however it does remain a single point of failure, without the addition of a secondary baler.

Avonmouth Phase 2 provides the following benefits:

- second baling facility – reduced risks to business
- increased site operational efficiency – bespoke site design to suit needs
- reduced travel time for crews – boosting productivity, saving fuel and reducing emissions
- tipping queues at Albert Road transfer station reduced
- increased trade capacity – growth in revenue and materials run through site
- permanent mining facility (360) – extracting value
- improved quality of commodities – sorting line / covered bays
- ability to sort more waste and resource streams – Black Bag, HRRC material
- reduction in waste sent to landfill – increase in city’s recycling rate
- long-term operational flexibility – site can adapt to the everchanging waste environment
- ability to support other West of England authorities with disposal
- added revenue
- improved site Health and Safety – walkways, lighting, signage, removal of uneven surfaces
- renewable energy sources included in design – solar panelling
- improved office spaces for Bristol Waste staff.



Section 8: financial plan



Reserves

Consideration is being given to the replacement of the main refuse and recycling fleet in six years and the move to electric or other alternatives. This is likely to be the largest investment of the company to date.

The effect of this expenditure is shown in the reserves profile below, with the financial performance to date and forecast allowing the company to build sufficient reserves to reinvest in capital and investment projects without recourse to additional funding from our shareholder.

High level cash flow £k	Budget 2022-23	2023-24	2024-25	2025-26	2026-27
Operating profit	705	1,236	1,544	1,818	2,194
Depreciation	117	117	117	117	117
Cash from operations	822	1,353	1,661	1,935	2,311
Capital purchases	-	-	-	-	-
Funding	2,950				
Net cash generated in year	3,772	1,353	1,661	1,935	2,311
Estimated opening cash balance	7,500	11,272	12,625	14,286	16,221
Closing year bank balance	11,272	12,625	14,286	16,221	18,532
Proposed fleet replacement 2026/27					(20,000)
					(1,468)



Consideration is being given to the replacement of the main refuse and recycling fleet in six years and the move to electric or other alternatives. This is likely to be the largest investment of the company to date.



Section 8: financial plan

Teckal / Non-Teckal

The tables below show draft five-year business plan numbers for the company split between Teckal and non-Teckal operations. There are several opportunities available to improve these numbers which are being discussed with the BCC Strategic Client. The opportunities being discussed will also enable us to move closer to the city and company waste reduction and recycling targets.

Teckal

Teckal	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
Revenue	£k	% of income	£k	£k	%	£k	£k	%
Contract Revenue - Fixed	40,181	79%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	-	-	-
FM Contract Revenue	5,516	11%	5,130	386	8%	5,516	(0)	(0)%
Recyclables Revenue	3,344	7%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	1,780	4%	2,273	(494)	(22)%	2,622	(842)	(32)%
Total Revenue	50,821	100%	50,451	371	1%	50,218	603	1%
Cost of Sales								
Labour	27,263	54%	26,439	(823)	3%	27,409	(146)	1%
Waste Disposal	13,447	26%	13,957	509	(4)%	13,032	415	(3)%
Premises	1,256	2%	1,341	84	(6)%	1,202	54	(5)%
Vehicle & Fleet	4,711	9%	4,017	(694)	17%	4,323	388	(9)%
Fuel	1,545	3%	1,523	(22)	1%	1,235	310	(25)%
Equipment & Materials	987	2%	1,119	132	(12)%	1,310	(323)	25%
Total cost of sales	49,210	97%	48,396	814	2%	48,511	699	(1)%
Overheads & Central	830		1,221	390	(32)%	1,779	(949)	53%
Finance and depreciation	300		618	318		300		-
Overheads & Central	1,130	2%	1,838	708	(39)%	1,779	(649)	(36)%
Surplus / Deficit	482	1%	216	(265)		(71)	553	

Non-teckal

Teckal	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
Revenue	£k	% of income	£k	£k	%	£k	£k	%
Other Income	3,896	100%	3,261	636	19%	3,331	566	17%
Total Revenue	3,896	1	3,261	636	19%	3,331	566	1%
Cost of Sales								
Labour	948	24%	540	(408)	75%	621	327	53%
Waste Disposal	2,202	57%	1,860	(342)	18%	2,024	178	9%
Premises	96	2%	0	(96)	21%	75	21	28%
Vehicle & Fleet	155	4%	153	(2)	1%	145	10	7%
Fuel	85	2%	71	(14)	19%	62	23	37%
Equipment & Materials	74	2%	81	7	(8)%	-	74	-
Total cost of sales	3,560	91%	2,707	854	32%	2,926	634	22%
Overheads & Central	113	3%	56	(56)	100%	96	17	17%
Surplus / Deficit	223	6%	498	274		308	(85)	

Section 8: financial plan



Five year non-teckal

Company	22-23		23-24		24-25		25-26		26-27	
	Teckal	Non-Teckal								
	£k	£k								
Revenue										
Contract Revenue - Fixed	40,181	-	41,246	-	42,339	-	43,461	-	44,613	-
FM Contract Revenue	5,516	-	5,938	1,000	6,095	2,277	6,257	3,837	6,422	5,689
Recyclables Revenue	3,344	-	3,433	-	3,524	-	3,617	-	3,713	-
Other Income	1,780	3,896	1,862	4,075	1,951	4,283	2,023	4,521	2,097	4,791
Total Revenue	50,821	3,896	52,479	5,075	53,910	6,559	55,358	8,358	56,845	10,480
Cost of Sales										
Labour	27,263	948	27,989	1,832	28,734	2,956	29,498	4,359	30,281	5,980
Waste Disposal	13,447	2,202	13,804	2,297	14,170	2,408	14,545	2,535	14,930	2,677
Premises	1,256	96	1,290	99	1,324	102	1,359	104	1,395	107
Vehicle & Fleet	4,711	155	4,775	159	4,840	163	4,907	193	4,976	198
Fuel	1,545	85	1,586	87	1,628	90	1,671	92	1,715	94
Equipment & Materials	987	74	1,012	124	1,038	188	1,064	266	1,091	359
Total cost of sales	49,210	3,560	50,455	4,599	51,733	5,906	53,044	7,548	54,389	9,414
Overheads	830	113	847	116	865	119	882	122	900	125
Finance & depreciation	300	-	301	-	301	-	302	-	303	-
Overheads & Central	1,130	113	1,148	116	1,166	119	1,184	122	1,203	125
Surplus / (deficit) (pre paymech)	482	223	876	360	1,010	534	1,130	688	1,254	940
Paymech	-	-	-	-	-	-	-	-	-	-
Surplus after paymech	482	223	876	360	1,010	534	1,130	688	1,254	940
Company total		705		1,236		1,544		1,818		2,194

See exempt appendix D for teckal / non-teckal analysis by business unit.



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Goram Homes

2022 Business Plan



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Introduction

1. Chair's Review

2021 has been a milestone year for Goram Homes. I am delighted to report that our first development in Lockleaze at Romney House has been granted planning permission. Our design competition for Castle Park has been launched and several other projects are in the pipeline. We are now well on the way to meet our Business Plan targets which we have agreed with Bristol City Council.

In addition to the twelve sites announced in our March 2020 Business Plan, we are delighted to be developing the Hengrove Park site. This means we can build 1,400 more homes and have an even greater opportunity to deliver much-needed affordable housing.

Goram Homes' business model allows us to work at pace, whilst our relationship with Bristol City Council and company values ensure that our work is driven by what benefits Bristol. We will only work with partners who share our values and who want to build inclusive communities in highly sustainable developments. Therefore, our Business Plan 2022 includes impact statements outlining our social, economic, and environmental commitments and ambitious stretch targets on the areas that matter most – to us and to Bristol.

With over 16,000 people on the housing waiting list and large numbers in temporary accommodation there is an urgent need for more homes in Bristol. At the same time, amid a climate and ecological crisis, we have a clear responsibility to protect the environment. The challenge of finding ways to build homes in a way that protects both people and the planet is one that Goram Homes takes seriously.

We know that this is not something we can solve alone. That is why we have been collaborating with leaders and experts across Bristol to foster a healthy, city-wide debate and find local solutions. We are also a partner, alongside Bristol Housing Festival and Bristol City Council, in the UN Habitat and **Nesta's Climate Smart Cities Challenge** - a global competition, to find new ways of building NetZero, affordable homes within a viability model that can be scaled.

While the uncertainty of how COVID-19 will impact our industry – and our lives – continues, the team at Goram Homes remains focussed on delivering more homes for Bristol.

As projected in our last **Business Plan, by the end of 2021 we are on track to have:**

- Entered into our first joint venture contract.
- Established a full development programme of over 1,700 homes.
- Established a repeatable legal joint venture template.
- Established a fully operational business.

By the end of 2022 we will have:

- Launched our first design competition and announced the winner for a new development at Castle Park.
- Completed building England's largest water source heat pump at Castle Park Energy Centre.
- Started on site building 268 homes at Romney House, Lockleaze.
- Secured an additional site, Hengrove Park, to deliver over 1,400 homes.

2. Mission, Values and Objectives

2.1 Mission

Goram Homes works in partnership to build sustainable, affordable homes that create communities, respect the environment, and contribute to the local economy.

2.2 Values

Our values, reflect who we are and who we want to be:

- We make a positive social impact
- We build partnerships with purpose
- We innovate to succeed

2.3 Objectives

Bristol City Council Objectives	Goram Homes Impact statement
1. Move at pace to increase the supply of new homes built each year across Bristol including high levels of affordable housing provision.	We will always include the highest number of affordable homes possible in our developments - giving more people the chance to have a safe and secure home. Our partnership model allows us to work with the private sector and build homes at pace. Working with experts we will adopt the most innovative approaches and methods of construction to deliver high-quality, sustainable developments across Bristol.
2. Build sustainable homes that have a net positive effect on the environment and increase biodiversity.	The climate emergency demands urgent action and leadership across the construction industry. Goram Homes is meeting this challenge head on, exceeding industry standards and policy, to create places that benefit both people and the planet.
3. Build homes and spaces that create inclusive communities where people can thrive.	Our designs will incorporate safe, public open spaces that encourage people outdoors and into nature. And wherever we build homes we will continue to support residents after work is completed to create sustainable, balanced communities.
4. Provide a commercial return to our shareholder and meet the highest standards of social and environmental accountability.	We are a commercial company with social values that generates social, financial, and environmental benefit for Bristol. We are committed to building a fairer, greener Bristol. That means we only work with those that share our values and who will deliver maximum social and environmental value.

For our Key Performance Indicators please see **Appendix A**.

3. Equality, Diversity and Inclusion

We are committed to creating a culture that celebrates diversity and welcomes difference. We're striving to provide a work and social environment free from discrimination, prejudice, intimidation, and all forms of harassment and bullying. We want to achieve this for our all our staff and for the communities we work with.

We also know that to build the right developments for Bristol – a diverse and vibrant city - we need to work closely and in partnership with all the communities we serve. That's why we are committed to ensuring that our consultation process supports and enables everyone to contribute by creating spaces for engagement – on and offline – that are safe, inclusive, and accessible.



Credit: Lifschutz Davidson Sandlilands.

4. Social Value

4.1 Supporting Bristol's goals

We are a commercial company with social values that generates social, financial, and environmental benefit for Bristol. Our work is directly aligned to Bristol City Council's **One City Plan** which, in turn, is mapped against the **UN's Sustainable Development Goals**.

By building sustainable mixed developments which include high levels of affordable homes, we will help support Bristol City Council's vision that "by 2050 every person in Bristol will be able to live in a home that they can afford, and which is secure and warm".

We are committed to building a fairer, greener Bristol. That means we only work private sector partners that share our values and who will deliver maximum social and environmental value. Through these partnerships, our work will support multiple aims of Bristol's **One City Strategies** through the future delivery of zero carbon, inclusive developments that build communities, provide access to green space, and create active travel and liveable neighbourhoods.

We will contribute to the **One City Economic Recovery Strategy** by creating employment and training opportunities wherever possible and have committed to 75% of our spend going to local companies. We will retain an initial interest in the management and maintenance of all our schemes, to empower residents and remain alongside them when they move into their new home.

4.2 Measuring our Social Value

We will record and measure our Social Value using the National Themes Outcomes and Measures (TOMs) Framework. Goram Homes' TOMs, developed with the Social Value Portal, are aligned to Bristol City Council's TOMs, but focused on our activity and the National Real Estate TOM's. (See Appendix D for details of how Goram Homes is delivering social value against BCC's objectives).

Using this framework, we have challenged our partners to combine high- quality urban design with a community investment strategy that addresses local priorities, fosters social innovation, and supports economic growth. Each of the projects we work on will be measured on an annual basis and validated by the Social Value Portal.



Caption

We will focus on four key themes:

- 1. Innovation:** Promoting social innovation, investing in diverse and inclusive community networks and leveraging our skills and expertise to address local issues and facilitate social innovation.
- 2. Jobs:** Promote local skills and employment, contributing to local economic growth, by supporting local businesses, investing in infrastructure and improving employment prospects for local people e.g. by working with the South Bristol Skills academy.
- 3. Social:** Healthier, safer, and more resilient communities that have a positive impact on our residents and employees' mental and physical health and reduce inequalities.
- 4. Environment:** Decarbonising and safeguarding our world and building a resilient community that unlocks growth in the green economy, regenerates ecosystems and enables people to interact with the natural world.

Our projects that have been assessed are forecast to deliver the following social value:

Site	Committed social and local economic value
Romney House	£31,480,514
Baltic Wharf	£10,185,395
Dovercourt Road	£4,193,641
Total	£45,859,550

4.3 Working with communities

Open and honest communication is the key to effective engagement, and this will be at the heart of our approach to consultation. We know that residents often have an intimate knowledge of a location we are redeveloping, and their insight can help us deliver high-quality, mixed tenure new homes for Bristol.

We want to reach underrepresented groups and the often-silent majority to ensure that as many people as possible have a chance to contribute. To do this, we will work with specialists and our partners to identify the biggest barriers to engagement, find the most effective solutions and, where appropriate, employ new methods and technologies, to ensure our consultations are as representative of the community as possible.

4.4 Becoming a B Corp

Certified B Corporations are businesses that meet the highest standards of social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corp Certification is the only certification that measures a company's entire social and environmental performance.

Over the past year, Goram Homes has been working towards gaining Certified B Corporation status in order that our business approach is evidence-based and shows our partners and stakeholders the ways in which Goram Homes is meeting the highest standards of performance.



5. Environment

5.1 Our commitment to sustainability

In 2018, Bristol was one of the first cities to declare an environment climate emergency. At the same time our city faces a significant housing crisis. As a thriving and growing city, with leadership committed to building both a fairer and greener city, Bristol faces the challenge of limiting its contribution to climate change whilst simultaneously meeting the demand for new homes. Goram Homes is focussed on meeting this challenge head on and aims to exceed industry and policy standards to create places that benefit both people and the planet.

Sustainability underpins our approach and we will support Bristol's One City strategies on **Climate** and the **Ecological Emergency** by striving to increase biodiversity and achieve carbon neutral housing on all our projects. We have adopted the **RIBA 2030 Climate Challenge** Targets for operational energy use, embodied carbon and water use reduction and all our homes will have an **energy efficiency certificate rating of A** (most efficient). Our developments will include safe, public, open spaces that encourage people to go outdoors and into nature. All of our projects will have a biodiversity **net gain as defined by the DEFRA 3.0 metric** and, by meeting **Building with Nature Standards**, we will ensure that we create places that really deliver for people and wildlife.



Romney wildlife corridor

5.2 Collaborations, challenges, and competitions

We understand that progress towards our city's goals is reliant on action, and that timely action depends on consensus and collaboration. That is why we are working with **Bristol Housing Festival** and housing and environmental experts across Bristol to find common ground and explore new solutions to the challenges our city is facing. The outcome of this work will be published in 2022. We will also continue to be a key partner for the **Climate Smart Cities Challenge** – a competition to find a new model for delivering affordable, zero carbon homes in Bristol.

As part of our contribution to building a greener Bristol, we are working with the **Bristol Heat Network**, **Vital Energi**, and Bristol City Council to deliver a new energy centre in the centre of Bristol at Castle Park. The Energy Centre will house England's largest water source heat pump – one of the lowest-carbon solutions around – which will take water from the nearby floating harbour and use it to generate heat and hot water for local businesses and residents. In 2021 we launched **our first design competition** looking for innovative, sustainable designs for a mixed-use development to be built over the Energy Centre once it is complete.

6. Market Analysis

6.1 UK Housing Market

The housing market in 2021 was all about stamp duty deadlines, soaring transactions, and rampant house price growth. The top end of the housing market boomed while first time buyers struggled thanks to a credit crunch and renewed interest from buy-to-let investors and second home owners. The housing market now faces a supply squeeze with a lack of homes available for sale putting further pressure on house prices. But the rising cost of living and threat of increasing interest rates loom large.

The start of 2021 was dominated by the rush to beat the stamp duty holiday deadline. As 2021 started, there were record numbers of sales agreed trying to beat the March deadline, with the added complication of a lockdown constraining capacity in the house buying process. However, there was significant uncertainty about what would happen when the stamp duty holiday ended and government support for the economy was withdrawn. Many organisations forecast a correction in house prices following its end.

The late extension of the stamp duty holiday in the March Budget marked the end of the uncertainty and the housing boom continued. The Budget also saw the re-introduction of the Mortgage Guarantee Scheme. This helped reassure mortgage lenders and led to a recovery in lending to riskier borrowers, especially helping first time buyers. The roll-out of the vaccination programme also gathered pace and the economy slowly recovered. The boom continued through the summer with spikes in activity around the tax deadlines in March, June, and September.

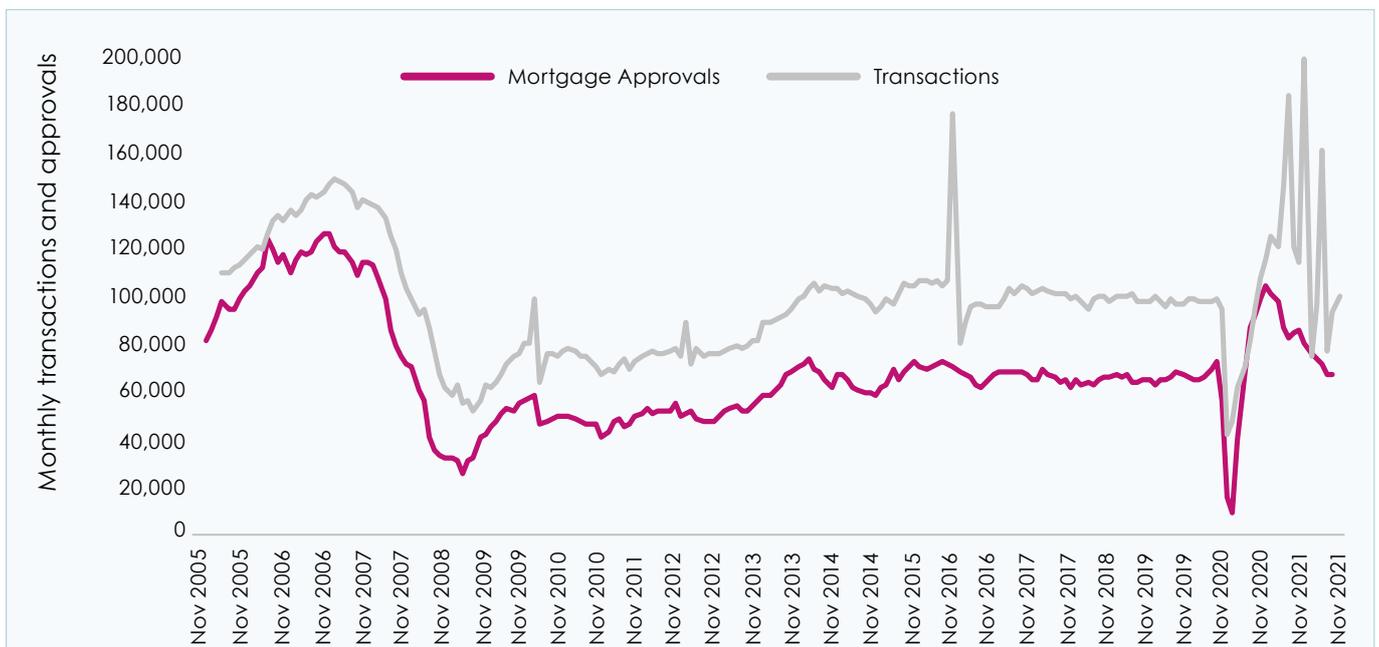


Figure 1 – Housing Market Activity - UK. Source: Bank of England, HMRC – Seasonally Adjusted.

The stamp duty holiday finally ended in September and initial data suggests the market has returned to normal pre-pandemic levels of activity. However, one of the contributing factors to the current high levels of house price growth has been a squeeze on the supply of homes available for sale. The recovery in first time buyers and purchases by investors and second

home owners have rapidly reduced the number of homes available for sale. The situation in early 2022 is severe with Rightmove, Zoopla, and RICS all warning about the low numbers of homes available for sale.

Looking ahead, it appears highly unlikely that 2022 will see a repeat of 2021 either in terms of house price growth or transaction levels. However, the outlook for 2021 this time last year was highly uncertain, and the outcome has surprised many on the upside. While the uncertainty in 2021 was around the timing of the stamp duty deadlines and withdrawal of economic support, the uncertainty for 2022 is mostly focussed on the rising cost of living and what happens to interest rates.

Although rising interest rates will cause problems for some borrowers, it is likely to be the sales market where the most stress is felt. Most existing homeowners are insulated from the immediate effects of rate rises and, unless forced to, they will sit tight rather than accept lower priced offers. Meanwhile, a smaller proportion of the public will be able to afford to borrow the necessary amount they need to buy at higher mortgage rates. That suggests the most immediate casualty of higher mortgage rates is more likely to be transactions than house prices.

6.2 Bristol Housing Market

House prices have boomed in Bristol since the housing market reopened in the summer of 2020. Average prices had stagnated in the city during the period prior to the pandemic, unchanged over the eighteen months up to March 2020 according to the ONS index. However, when the housing market reopened in the summer of 2020 Bristol recorded rapid rises in house prices. This reflected a trend seen across the country and world as the stamp duty holiday, race for space, low interest rates and a reassessment of housing preferences contributed to housing market booms. Although some cities have struggled, Bristol was no exception to the overall trend with the latest provisional data showing average prices hit a new record high of £327,000 in November 2021, 8.1% higher than one year ago.

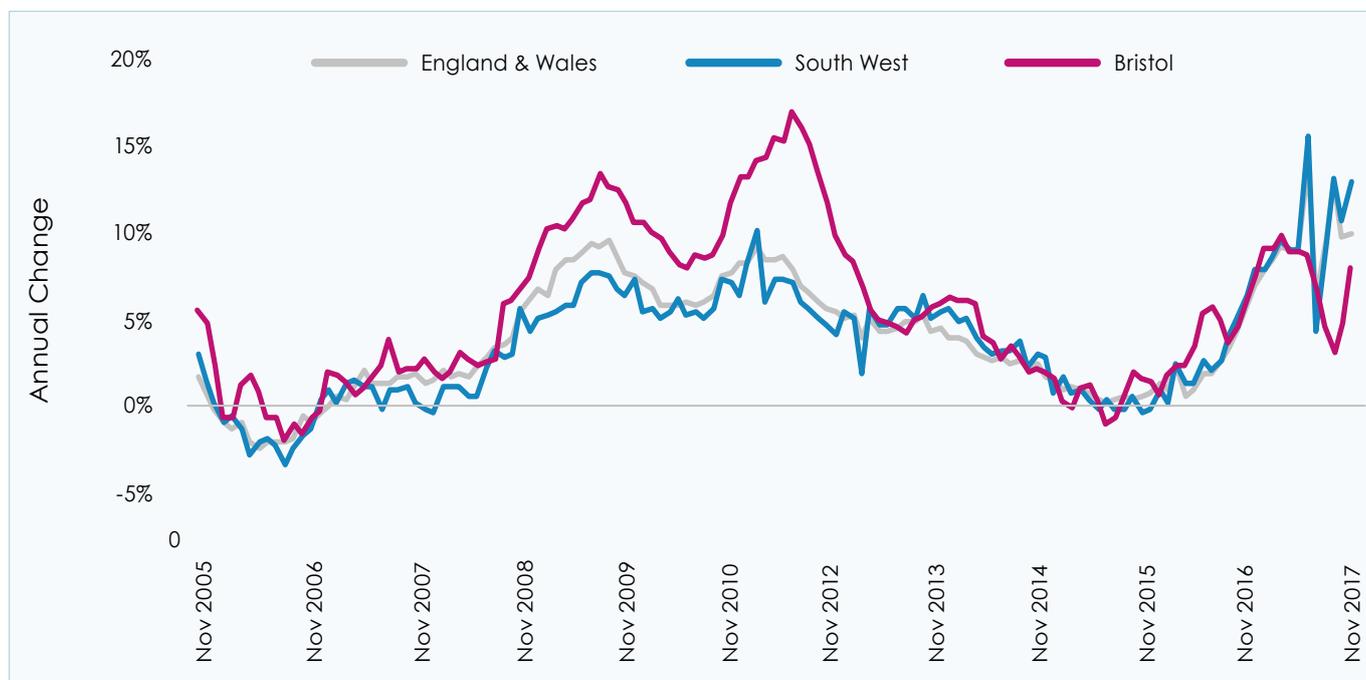


Figure 2 – Annual Change in House Prices. Source: ONS UK HPI

Though very high by pre-pandemic trends, house price growth has actually been lower in Bristol than the regional and national trends since the summer of 2021. This situation partly reflects the already stretched affordability in the Bristol market, with median house prices at 8.6 times residents' median earnings in 2020. This is because markets with stretched affordability have less capacity for lenders to stretch their own lending criteria beyond the limits set by regulation. The lower levels of growth may also reflect the higher proportions of flats in the city when compared to the regional and national markets, as the building safety crisis and consumer preferences continue to limit demand for flats relative to houses.

It's not just house prices that are unaffordable in Bristol, the rental market has also rebounded strongly in the city. The Zoopla rental index put Bristol at the top of the table with an 8.4% annual rise in private rents at the end of September.

Affordability may be stretched, and house prices are rising rapidly, but early indicators suggest new build supply is rising. The latest Energy Performance Certificate data, a useful leading indicator for net additions, recorded over 2,500 new homes in the year to September 2021. If that figure is reflected the official DLUHC data when released next year, it would be the highest number of new homes since 2009. While these figures are positive, and the underlying shortage of homes for sale should support continued new build delivery in the short-term, it will take many years of delivery at these rates and higher to have a significant impact on the affordability of homes in Bristol.

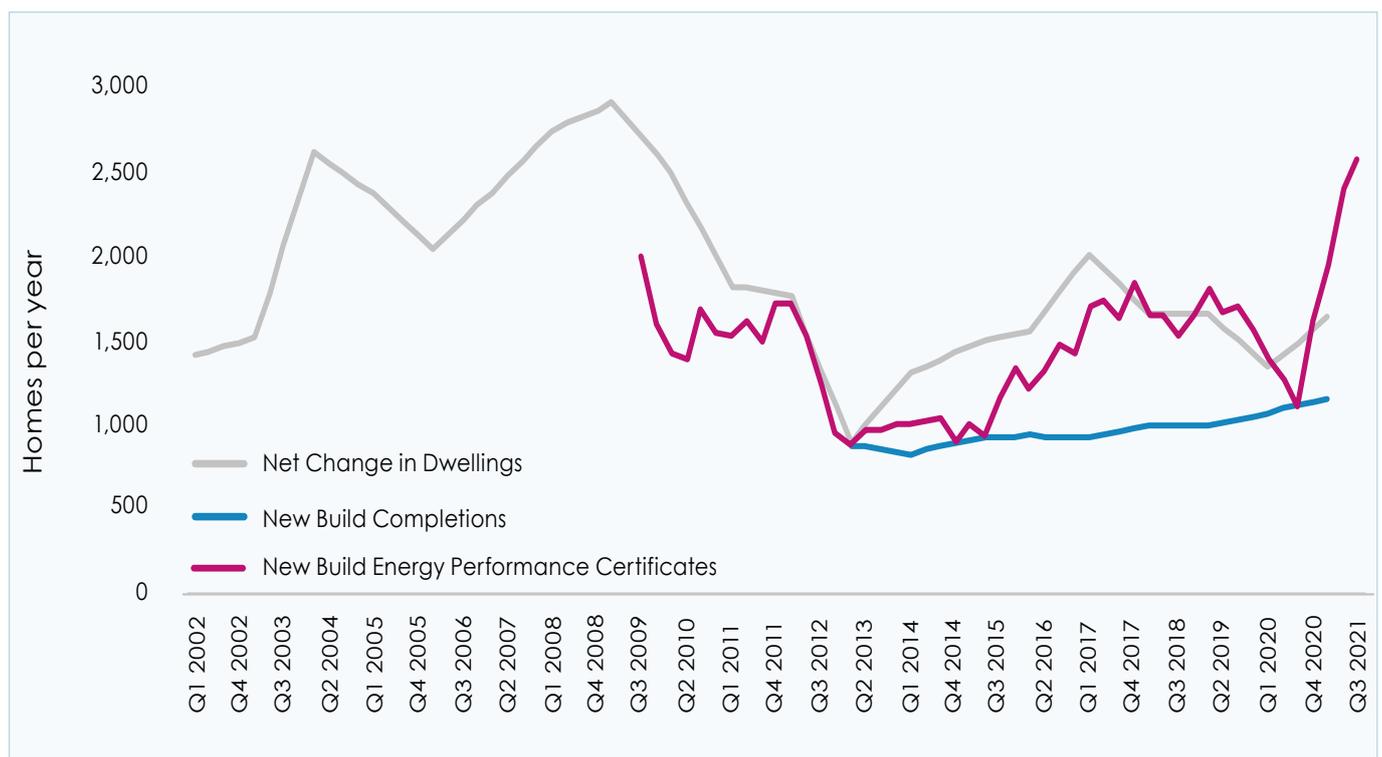


Figure 3 – New Housing Supply, Bristol. Source: MHCLG

7. Development Activity

7.1 Site identification process

Our primary source of sites is Bristol City Council. Goram Homes is one of the Council's key delivery vehicles in the fight against the housing crisis - especially for larger market facing and mixed tenure projects.

Therefore, it is critical that land flows from the Council to Goram Homes at the scale and pace that is required to meet the operational cost commitments set out in our Business Plan. The specific arrangements for the transfer of land are made on a site-by-site basis and dependent on the condition and planning status of the land/property.

Initially, any new potential sites identified will be assessed by the Goram Homes team. If the site is viable and deliverable, it will be presented to the Board for early consideration (strategic fit, social and financial returns, risks, prospects of success, etc) and to gain approval to actively pursue the site, within an agreed budget. The land purchase price is then agreed with the Council at a fair market value reflecting the fact the site will be unencumbered.

The affordable housing will be purchased at a market value by either a housing association or by Bristol City Council and agreed on a project-by project basis.



Caption

7.2 Procurement

Goram Homes has been established as a body with a commercial character, not meeting needs in the general interest. As we do not fall within the definition of a body governed by public law under the Public Contracts Regulation 2015, we do not have to adopt the procedures set out in the Public Procurement Regulations in respect of any transactions we undertake.

This means we can enter into contracts for goods, services and supplies with the most appropriate contractors or partners for each site or project, giving us a considerable commercial advantage over the Councils' procurement options.

The variety in size and complexity of our development programme means that not all projects will be delivered as a Joint Venture within a formal LLP contract. To maintain value for money within a less restricted procurement environment, we have set out our procurement principles in our procurement policy.

In summary we will:

- Ensure we obtain “value for money” whilst appointing contractors and consultants who can demonstrate the ability to deliver our demanding standards of quality and service.
- Prevent corruption or the suspicion of it by following our procurement policy.
- Ensure fairness and equality of treatment of all suppliers, avoidance of bias, favouritism and that fairness can be demonstrated through an audit trail.
- Promote social value, including the local economy and environmental sustainability, to the extent that it is legally permitted.
- Make best use of our procurement status to enable contracting work to deliver projects that include Extra Care housing or provision of a new energy centre alongside a Goram Homes project.



Credit: Lifschutz Davidson Sandilands.

7.3 Design and quality standards

Goram Homes wants to deliver developments that provide a great place to live, for those who buy and rent the new homes on offer. As well as placemaking of the highest order we want to achieve schemes that are robust and look fantastic for many years to come.

This will be achieved through a combination of good design and the use of low maintenance details and materials. We aim to achieve compliance with council policy wherever possible and will always work to achieve appropriate levels of affordable housing.

We will assess every project individually to ensure the design is aligned to our values and ethos. Our Board will not apply generic design and quality standards to all its projects. They recognise that each project will be unique and sit within differing local communities and a 'one size fits all' approach would not be appropriate.

We will however be mindful of important standards such as Nationally Described Space Standards (NDSS) that we aim to achieve on all homes delivered. Goram Homes will always deliver tenure blind housing where both the affordable and market element provides new homes with a generous living space, suitable private amenity space and good quality design. Wheelchair units will, as a minimum, comply with Part M of the Building Regulations and all projects will achieve Secure by Design. We are also open to considering modern methods of construction (MMC) on our schemes. This will range from simple panelised systems through to volumetric pre-assembled structures.

Any solution would be assessed on its suitability to the proposed site. As a result, every project will be individually appraised by the team prior to board approval, at mid-development point and at the end of the development using the quality criteria in our policies.



Caption

7.4 Development programme

Goram Homes' development programme is our main activity. We have a strong working relationship with Bristol City Council's Housing Delivery team and together, we have established a process to release land for sale to Goram Homes as quickly as possible. There is currently a positive land supply available.

The development programme uses estimates for the purposes of building our financial plan, and to forecast completions over the plan period. This 2022 plan will vary from the estimates in the 2021, as the programme is constantly evolving as more work is completed by the team on each project.

The below table shows the first three projects as italics to indicate that these are at a more advanced state, with volumes and dates that are more fixed. The remaining projects in the programme have an estimated time allowance prior to starting on site. This is a prudently cautious estimate in order not to overstate revenue in the financial plan.

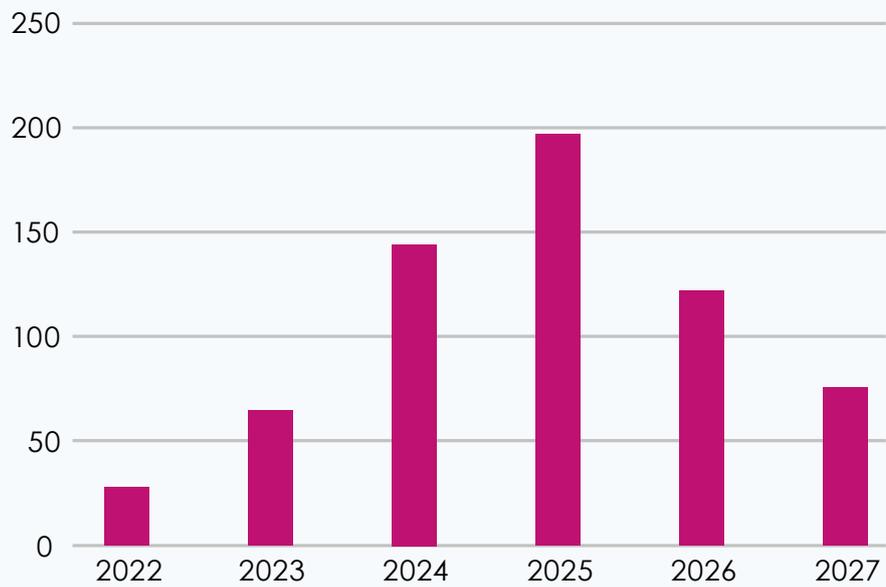
Monthly performance management updates are provided to the Council during the year so each project can be tracked in detail.

Scheme	Potential Units	No of AH Units	minimum % affordable	Start on site
Baltic Wharf*	166	66	40	2022
Romney	268	147	55	2022
Dovercourt Rd*	141	70	50	2023
Castle Park	80	32	40	2024
SS Great Britain Car Park	110	44	40	2024
A Bond	96	38	40	2026
B Bond	96	38	40	2026
Spring St	130	52	40	2024
Hengrove Park *	1,435	717	50	2024
Novers Hill	70	21	30	2024
New Fosseyway	190	106	55	2023
Portwall Lane Car Park	110	44	40	2024
St Ursula's	40	12	30	2024
Blake Centre	60	60	100	2023
	2,992	1,447		

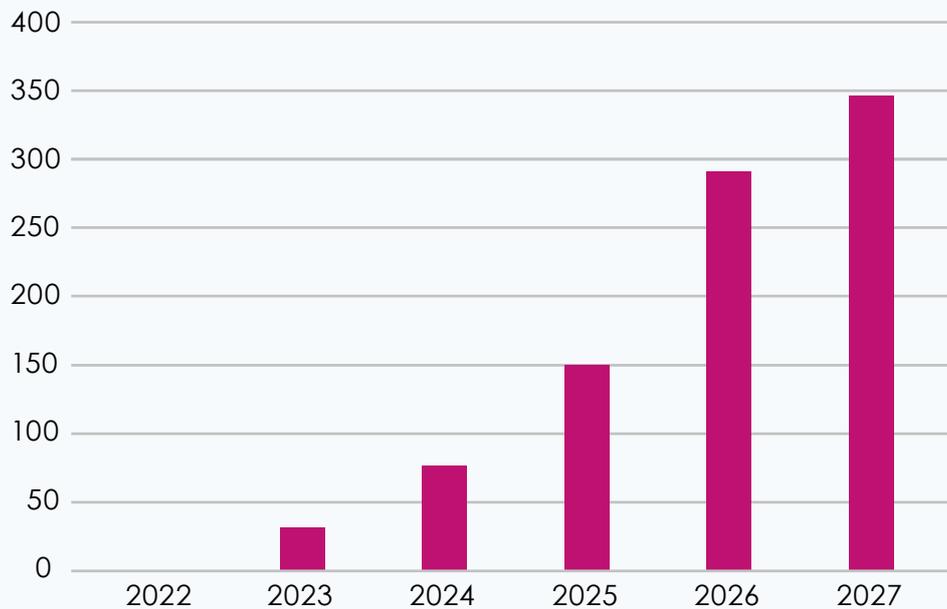
* Hengrove Park SoS will be in multiple phases, the first phase will be earlier than shown in the plan circa 2023. Due to the scale of the project the first SoS has been moved for prudence to 2024.

*Start on site dates estimated and subject to planning.

Affordable Homes Completions



Market Homes Completions



8. Financial projections and Risk Management

8.1 Summary of financial projections

Our Developments will be, in the main, joint ventures with the value of the land forming a large proportion of the initial investment by Goram Homes.

Our pipeline of sites feeds into the company's financial planning process to make projections as to the level of planned investments, expenditures and returns expected. Each element of the overall financial projection is summarised in the detail below.

This 2022 business plan, both operating costs and project investment, is fully funded from previously agreed loan facilities. There are two current loan facilities:

- Loan facility one – £3.5m covers the first two projects (Romney House and Baltic Wharf).
- Loan facility two – £10m to fund Pipeline 2.

This business plan has assumed that loan facility two can be flexibly used to support both Pipeline 2 (as set out in the 2021 business plan) and all other projects such as Hengrove Park for the period of the 2022 business plan.

Each year we will review the development programme to assess funding requirements to meet any future variations.

8.2 Project approval

Given the evolving status of projects, they will each be approved by Bristol City Council at key trigger points. These trigger points will be on approval of the Limited Liability Partnership (LLP) deal structure (and associated legal agreements) and approval of any land loan note, and any cash investment requests.

Once sites are agreed for development by Goram Homes and Bristol City Council, we will acquire them from the Council at a fair market rate, using the most suitable funding structure for the site.

8.3 Project funding

All borrowing will be site/project specific and subject to an individual loan agreement. Revenue for each scheme takes the form of sales receipts from private housing, affordable homes, and any commercial property. In general, the gross profit margin hurdle for developments is approximately 15% profit on Gross Development Value for the scheme.

Some schemes, such as a flatted scheme, will require considerable investment before sales revenue is received, often resulting in the project requiring funding in excess of the initial partner contributions. Where this occurs, it is assumed to be provided through third party funding. Third party funders operate lending parameters which may in exceptional circumstances require the partners of the LLP to top up their investment to fully fund the development. This event, should it arise, would form part of the project appraisal presented to the Council for approval and would be funded from within the existing loan facilities.

8.4 Performance management

Projects are often delivered via LLPs in which Goram Homes has a 50% shareholding. Two directors are appointed to the LLP by Goram Homes and two from our partner. The Board of the LLP oversees the operational & financial performance of the development with actions being taken to address or mitigate any shortcomings.

The Goram Homes Board oversees performance of all LLPs against the business plan and detailed financial appraisals. Reporting of our performance is then provided to the Council's strategic client and Bristol Holding, who in turn advise our shareholder, Bristol City Council.

8.5 Operating risk environment

Housing market price movements are one of the most common risk factors to impact on organisations such as Goram Homes. The resulting risks of a housing market price movement are contained within the Business Plan risk assessment. The traditionally cyclical housing market sees prices increasing and declining over a period of years often linked to economic shocks or improvements in the wider economy.

Our business model has sought to contain risk events, such as house price movement or project level cost increase. Each project is often established as a separate LLP. As the LLPs do not call on guarantees from the parent company and are separate and independent in their operation, any cost and revenue risks are contained at the LLP level.

The financing of developments will regularly use third party funding. This is money invested by a financial institution and will be secured on the land asset during the development period. The money is lent to the LLP, not Bristol City Council, and no guarantees are given against these loans by the Council.

Health & Safety (H&S) risks will not always be contained within these LLPs and could pass up through the LLP into Goram Homes. For this reason, we operate a zero-tolerance stance on poor H&S practice, and this is reflected in our performance management targets and partner selection.

8.6 Risk management

Effective risk management is critical to our success and so we have put in place, a robust risk management and audit system across the business. We operate a risk register which identifies key risks, giving each risk an inherent score without mitigating controls. Mitigations are then applied, giving the current risk score.

The management team review the risk register on a regular basis and the top risks are reviewed by the Goram Homes Board at our quarterly meetings. Risk materialisation is reported to the Board when it occurs on an "as required" basis so we can appropriately manage risks should they occur outside of the Board cycle.

For our assessment of key Business Plan risks see **Appendix B**.

8.7 Building the Financial Plan

Our Financial Plan demonstrates the anticipated outturn of our activities through to 2027 and is based on the programme activity outlined in our development programme. Each project in this programme has either a latest 'Financial Model' (if an agreed LLP) or an estimated Development Cash Flow (if a pipeline site).

All sites have been prepared as cash flows reflecting the anticipated structure of a 50% share of both capital and profits. Where significant, additional cash investment is required, this has

been assumed to be through third party provision. A set of additional headline assumptions have been made that:

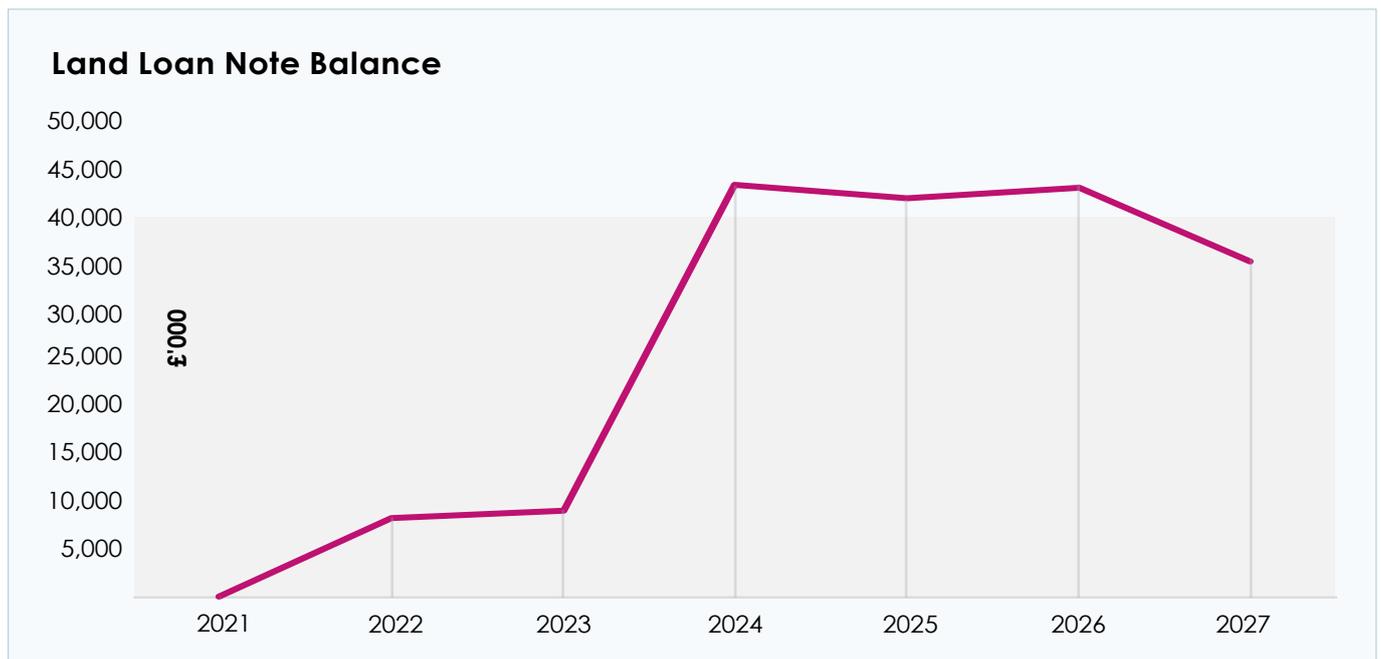
- a) The land cost is inclusive of 'capital and interest', until negotiated specifically.
- b) The lease sales value to the partnerships is inclusive of 'capital and interest', until negotiated specifically.
- c) All cash generated from profits will be retained within Goram Homes pending decisions by the Council as to its future use.

For the flow of funding between the Council and Goram Homes for the period of the plan see **Appendix C**.

8.8 Land purchase funding

The Land transaction is facilitated by the provision of a loan note to Goram Homes from Bristol City Council. After the land sale, the Council no longer holds the land asset but holds a debtor asset, being the loan note with Goram Homes. The table below shows a forecast of the outstanding value of land loan notes through the period of the Business Plan.

The peak land loan note balance owing to Bristol City Council is forecast to be £44m, based on developments proceeding as programmed in this plan. The total estimated value of land purchased by Goram Homes from Bristol City Council, and hence Loan Notes taken over the period of the Busins Plan, is forecast to total £67m. Over the same period, we are forecasting to repay £32m of the Loan Notes taken.



Land Purchase Funding £'000 at 31st March	2021	2022	2023	2024	2025	2026	2027
Land Lone Notes added in year	-	(12,861)	(5,169)	(41,660)	(5,385)	(2,355)	-
Land Lone Note repayments in year	-	4,504	4,350	7,233	6,508	1,229	8,134
Land Lone Note balance	-	(8,357)	(9,176)	(43,603)	(42,480)	(43,606)	(35,472)

8.9 Profit and loss

The trading performance of Goram Homes is assessed by considering:

- Our annual running costs.
- Management fees earned.
- Our share of profit earned from the LLPs.
- Interest receivable and payable on various loan note instruments.
- Working capital financing from the Council.

We have forecast the profit earned by each development and recognised profit at point of sale of the properties.

As shown below, losses are incurred through to the year ending 31st March 2024 with profits being generated thereafter, as results from the LLPs flow through into Goram Homes' results. Whilst the Business Plan reporting period is to 2027, several of the development LLPs formed during the period of the plan will be delivering homes and financial returns beyond this timeframe.

Cumulative profit and loss reserves become positive in the year to 31st March 2026.

Profit & Loss Account £'000 Year to 31st March	2021	2022	2023	2024	2025	2026	2027
LLP Participation							
Share of LLP Profit/ (loss) before Tax	-	(229)	624	870	4,192	11,049	16,246
LLP Management Fees charged	-	-	-	163	82	-	-
Land Asset management							
Purchase of land	-	(12,861)	(5,169)	(41,660)	(5,385)	(2,355)	-
Sale of Build Leases	-	12,861	5,169	41,660	5,385	2,355	-
Contract Business							
Revenues - Energy Centre	554	4,150	-	-	-	-	-
Costs - Energy Centre	(520)	(4,100)	-	-	-	-	-
Contract Business Margin	34	50	-	-	-	-	-
Operating Costs (£'000)	(736)	(944)	(1,433)	(1,591)	(1,356)	(1,361)	(1,323)
Profit before Interest & Tax (EBIT)	(702)	(1,123)	(809)	(559)	2,836	9,688	14,923
LLP Loan Account interest receipts (signed LLPs)	-	251	240				
BCC Land Loan interest payments (signed LLPs)	-	(251)	(240)				
WCF Interest charges	(68)	(134)	(288)	(411)	(384)	(234)	(63)
Profit before Tax	(770)	(1,257)	(1,097)	(970)	2,534	9,454	14,860
Corporation Tax	-	-	-	-	-	(2,006)	(3,715)
Profit After Tax	(770)	(1,257)	(1,097)	(970)	2,534	7,448	11,145
Cumulative Profit & Loss Reserves	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213

8.10 Operating costs

Operating costs have been contained to approximately £1.5m p.a. for the Business Plan period. These costs incorporate all the costs of partner procurement and delivering Development LLPs for each development site in our programme.

Operating Costs (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
People costs	445	634	756	775	794	814	834
Recruitment fees	11	15	5	5	5	5	6
Meals, Travel & Accommodation	-	9	18	27	36	46	57
IT Support	18	19	19	19	20	20	21
Office Expenses	11	21	33	34	35	36	36
Professional Services	113	107	397	521	251	219	142
Pre LLP at risk e.g Architects, Surveys	-	470	2,080	696	-	-	-
LLP chargedown (Balance sheet)	-	(470)	(2,080)	(696)	-	-	-
PR & Advertising	28	20	20	21	21	22	22
Bristol Holding Ltd Management Fees	96	105	85	87	89	92	94
Contingency/Misc	14	14	100	103	105	108	110
Operating costs (£'000)	736	944	1,433	1,591	1,356	1,361	1,323

Financial extracts (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
Cumulative Retained Profit/(Loss) after Tax	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213
Cumulative Realisation of land value paid to BCC	-	4,504	8,854	16,087	22,595	23,824	31,958

8.11 Cash flow

The Business Plan shows a closing cash balance in 2027 of £6m. Any distribution of profits will be decided by Bristol City Council as shareholder.

Cash Flow (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
Opening Cash Balance	50	16	90	43	204	337	3,427
Inflow	714	1,833	3,840	2,737	3,830	7,659	8,635
Working Capital funding received	680	1,520	3,600	500	1,000	-	-
Decrease in non cash current assets	-	12	-	-	-	-	-
Interest received on Loan Notes (signed LLPs)	-	251	240	-	-	-	-
LLP distribution	-	-	-	2,074	2,748	7,659	8,635
Margin on Contracting	34	50	-	-	-	-	-
Outflows	(748)	(1,759)	(3,888)	(2,576)	(3,696)	(4,569)	(5,663)
Operating costs of Goram (EBIT)	(702)	(944)	(1,433)	(1,591)	(1,356)	(1,361)	(1,323)
Interest paid on Working Capital Funding	-	(94)	(134)	(288)	(411)	(384)	(234)
Interest paid on Loan Notes (signed LLPs)	-	(251)	(240)	-	-	-	-
Corporation Tax paid	-	-	-	-	-	-	(2,006)
Repay working capital funding	-	-	-	-	(2,399)	(3,600)	(2,100)
Increase in non cash current assets	(46)	(470)	(2,080)	(696)	470	776	-
Dividend Distribution	-	-	-	-	-	-	-
Operating flows	(34)	74	(47)	161	133	3,090	2,973
Build Lease Receipts		4,504	4,350	7,233	6,508	1,229	8,134
BCC land loan repayments		(4,504)	(4,350)	(7,233)	(6,508)	(1,229)	(8,134)
Closing Cash Balance	16	90	43	204	337	3,427	6,400

8.12 Balance sheet

The Balance sheet below shows Retained Reserves at the end of 2027 of £16m. This Business Plan is subject to further refinement when a more detailed assessment of the development pipeline evolves, and projects move forward.

Balance Sheet (£000) at 31st March	2021	2022	2023	2024	2025	2026	2027
Fixed Assets	-	-	-	-	-	-	-
Current Assets	721	8,688	12,164	46,244	46,229	53,059	55,508
Debtors	705	-	-	-	-	-	-
Capitalised Pre LLP costs	-	470	2,550	3,246	2,776	2,000	2,000
LLP Build Leases	-	8,357	9,176	43,603	42,480	43,606	35,472
Share of LLP Retained Reserves	-	(229)	395	(809)	636	4,026	11,637
Bank & Cash	16	90	43	204	337	3,427	6,400
Current Liabilities	(2,311)	(11,535)	(16,108)	(51,158)	(48,609)	(47,991)	(39,295)
Corporation Tax	-	-	-	-	-	(2,006)	(3,715)
Creditors & Accruals	(738)	(45)	(45)	(45)	(45)	(45)	(45)
Working Capital Funding Obligation	(1,479)	(2,999)	(6,599)	(7,099)	(5,700)	(2,100)	-
Working Capital Funding interest	(94)	(134)	(288)	(411)	(384)	(234)	(63)
BCC Land Loan Notes	-	(8,357)	(9,176)	(43,603)	(42,480)	(43,606)	(35,472)
Net Assets	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213
Shareholders' Funds							
Retained profits	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213

8.13 Stress testing

The financial plan has been modelled with construction cost and house price inflation excluded. The nature of Goram Homes' business model is that variations in unit cost or sales value will only have an impact on projects that have commenced.

We have updated our approach and we will be stress testing the financial plan based on the Bank of England (BoE) multi-variant stress test with the addition of a cost escalator on top of Consumer Price Index.

The scenario as set out by the BoE creates the following outcomes for the economy to which the business plan is tested.

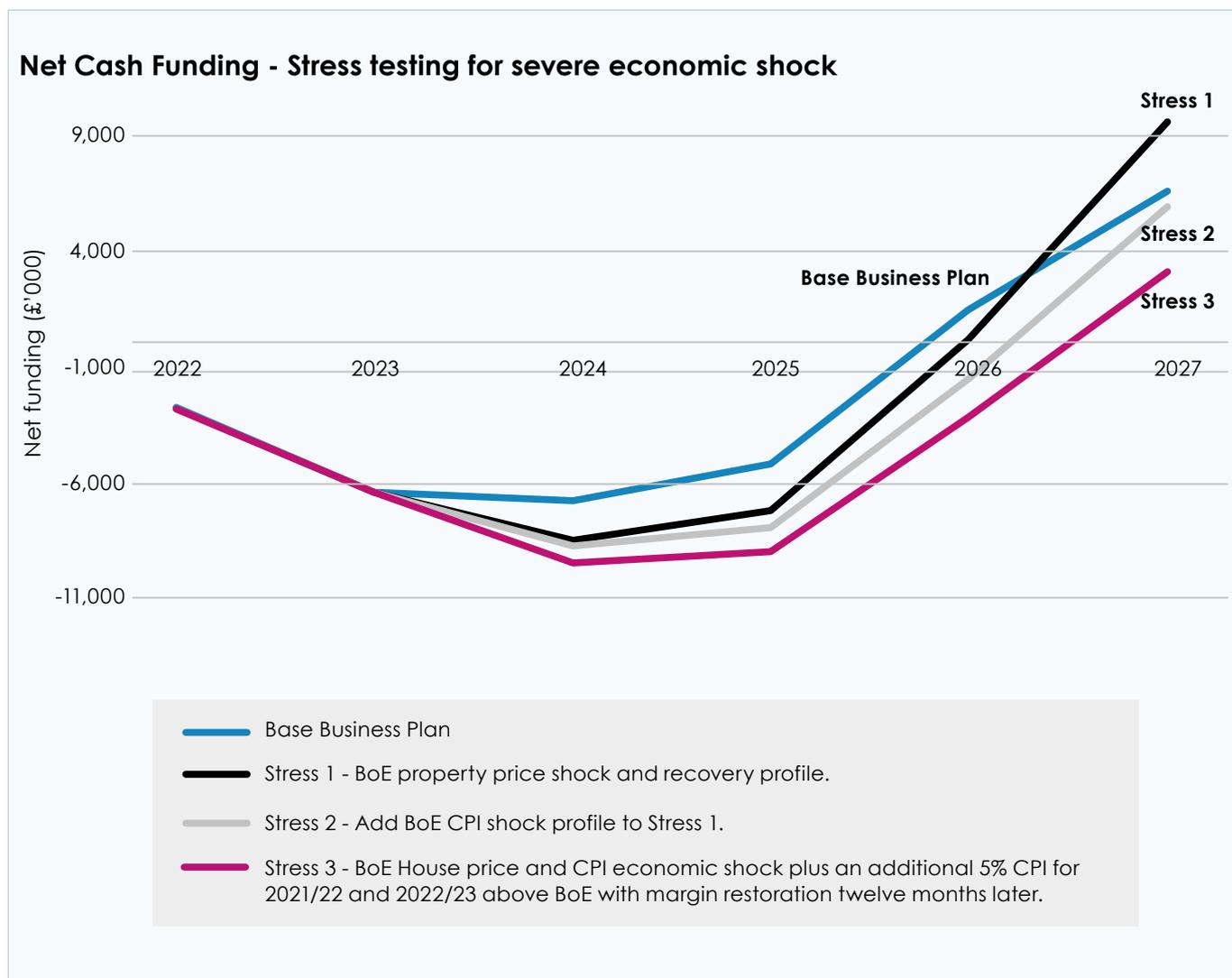
- Represents an intensification of the macroeconomic shocks seen in 2020. When combined with the economic shocks already seen in 2020 it implies a cumulative three-year loss (with respect to the pre-Covid baseline) of 37% of 2019 UK GDP and 31% of 2019 world GDP.
- On a start-to-trough basis, UK residential property prices fall by 33% in the stress scenario and UK unemployment rises by 5.6 percentage points to peak at 11.9%.
- The UK's major trading partners experience severe and synchronised slowdowns. Protectionist tendencies become entrenched and world trade is very weak in the first two years of the scenario..... a further decline in equity prices and a rise in bond spreads. A persistently low interest rate environment.
- The stress scenario incorporates an intensification of the structural changes embodied in the MPC's most recent central forecast of November 2020, which assumes a weaker path for UK GDP in the longer term, driven by changes to consumer habits and production decisions.



Caption

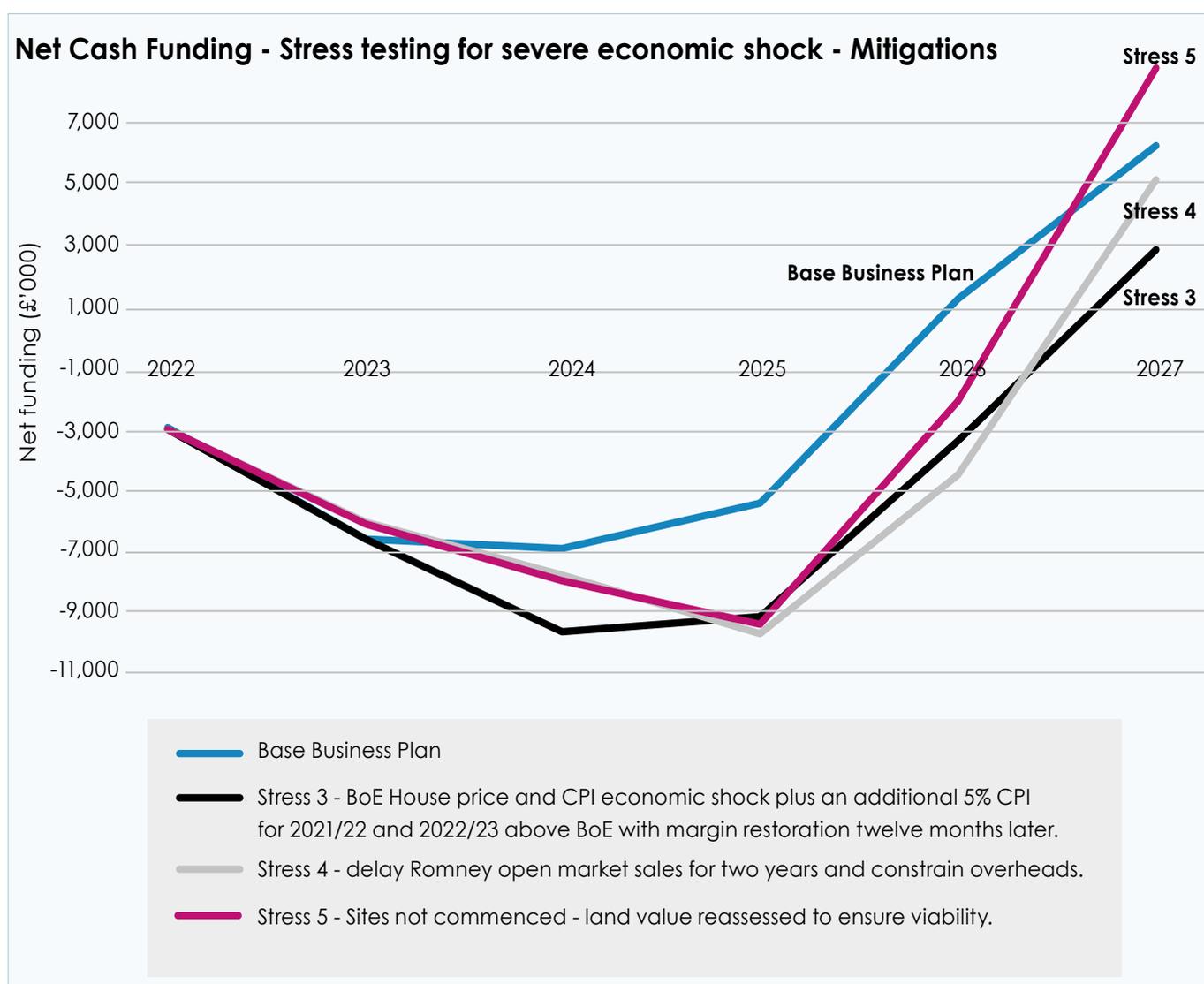
The stress testing graph below reflects the cumulative impact on the business of the BoE's extreme shock scenario for residential property sale prices (Stress 1), CPI on construction costs (Stress 2). In addition to the BoE extreme economic shock outcomes we have added a more extreme shock that applies an additional 5% CPI on construction costs in 2021/22 and then a further 5% in 2022/23 on top of the BoE extreme economic shock scenario with a delay to market restoration of margins by 12 months (Stress 3). This stress testing in no way refers to any measure of likelihood of specific events occurring, but is to test resilience of the plan to an accumulation of shocks.

This produces a scenario (Stress 3), against which we test mitigating actions.



To conclude the stress testing, we will apply a series of management controls and then re-test the financial plan.

Status	Management controls
Sites started and land value fixed - (Stress 4)	<ul style="list-style-type: none"> • Pause Romney Market Sale build out to avoid losses • Maintain affordable build out to deliver forecast volumes (price unaffected by market movement) • Constrain overheads
Sites not started – (Stress 5)	<ul style="list-style-type: none"> • Land value would be re assessed to ensure required viability • Projects delayed if unviable



The application of stress 4 and 5 mitigations demonstrate that Goram Homes can continue to deliver its Business Plan for the Business Plan period and can, with some flexibility on repayment dates to match programme movements, do so within the funding levels approved by Cabinet to date.

9. Appendix

Appendix A - Strategic Business Plan level KPI's (SB)

	KPI	Stretch KPI
Delivery	To have delivered at least 500 new homes by March 2025.	To have delivered at least 500 new homes by March 2024.
	To have an identified pipeline of projects by March 2025, which, in total, will deliver a further 2,000 homes.	To have an identified pipeline of projects by March 2024, which, in total, will deliver a further 2,000 homes.
	To deliver a policy level of affordable homes across our programme.	To deliver 50% of the homes built to be affordable homes on each of our projects.
Financial	To deliver a 15% gross return on commercial activity.	To deliver a 17% gross return on commercial activity.
	To be generating a cumulative net profit by April 2025	To be generating a cumulative net profit by April 2024
Environmental	All new homes to have an EPC rating of A.	All new homes to be zero carbon in use.
	All projects to have a biodiversity net gain as defined by the DEFRA 3.0 metric.	All projects to have a plus 20% biodiversity net gain as defined by the DEFRA 3.0 metric.
	Meet 'Building with Nature' standards.	Exceed 'Building with Nature' standards.
	Meet 'RIBA 2030 Climate Challenge' targets.	Meet 'RIBA 2030 Climate Challenge' targets ahead of target dates.
Place	All new projects to meet at least 10 out of 12 on the 'Building for a Healthy Life' (BfL12) score.	All new projects to meet at least 12 out of 12 on the 'Building for a Healthy Life' (BfL12) score.
Procurement	Social value impact to be 10% key success criterion in all procurement awards over £1m	Social value impact to be 20% key success criterion in all procurement awards over £1m

Appendix B – Assessment of Key risk

Risk Name	Risk ID	Risk Description	Current score	Trend	Target	Narrative
Business Growth	2	Failure to deliver growth / profit targets in line with Business Plan assumptions	12	unchanged	12	The pipeline management approach to accelerate all projects mitigates delays, which stress the financial plan.
Legal failure	12	Failure to comply with miscellaneous legislation	8	unchanged	6	Goram Homes are advised by external legal advisors and all key legal areas are reviewed by the board.
Taxation liabilities	13	Taxation liability is greater than planned	8	deteriorating risk	8	Prudent Tax liability is assumed in the business plan, ex-pert external advise is provided on any detailed tax matters.
Leadership	4	Failure of board to give capable leadership, control, and strategic direction and/or inappropriate governance ar-rangements and structures	9	unchanged	8	The team is now established to deliver the current pipeline. The addition of Hengrove Park is covered by growth included in the costs shown in the financial plan.
Business continuity	15	Business continuity / Disaster re-recovery failure	9	unchanged	8	The Covid-19 pandemic has allowed us to test the business continuity plan with full operation.
Demand failure	38	Loss of demand for property sales	8	unchanged	9	The market assessment section of the business plan covers our forecast for changes in the housing market.
Governance failures	19	Failure of the Board and the management team to set an appropriate strategic direction and exercise appropriate over-sight	8	unchanged	12	The board are well placed to oversee the company with the right skills and competency as recently as-sessed by the governance review conducted by Bris-tol Holding.
Senior Leadership Failure	5	Failure of the Senior Leadership Team to demonstrate effective leadership and management	8	unchanged	8	The Managing Director and Finance Director are sub-ject to robust supervision and performance by the board and line managers.

Appendix C - Funding forecast between Goram Homes & the Council

Overall Funding relationship with BCC Year to 31st March	2021	2022	2023	2024	2025	2026	2027
Cash Flows							
Loan Note repayments to BCC	-	4,504	4,350	7,233	6,508	1,229	8,134
Working Capital Funding (WCF) from BCC	(680)	(1,520)	(3,600)	(500)	(1,000)	-	-
WCF repayment to BCC	-	-	-	-	2,399	3,600	2,100
Interest paid to BCC on Land Loan Notes (signed LLPs)	-	251	240	-	-	-	-
Interest paid to BCC on WCF Loan	-	94	134	288	411	384	234
Net cash paid to / (borrowed from) BCC	(680)	3,329	1,125	7,021	8,318	5,213	10,468
Cumulative net cash payments to BCC	(1,479)	1,850	2,974	9,995	18,313	23,526	33,994

Appendix D – How Goram Homes is delivering social value against BCC's Policy

Bristol City Council Social Value Objectives	How Goram is addressing them
<p>1. Support the creation, sustainability and growth of local micro, small and medium sized enterprises</p>	<p>Goram Homes is committed to 75% spend with local businesses helping to support Bristol's local micro, small and medium sized enterprises.</p>
<p>2. Support the creation and retention of high-quality, sustainable jobs for local people which pay at least the living wage</p>	<p>Goram Homes is committed to 75% spend with local businesses helping to support Bristol's local micro, small and medium sized enterprises. In addition, where appropriate we will support businesses via our social value commitment.</p> <p>Example: Get set for growth - at Romney House we are working YTKO to deliver free business support fully funded by Bristol City Council and West of England Combined Authority under Universal Business Support.</p>
<p>3. Support local people with opportunities for life-long learning, skills development and experiences of work</p>	<p>Social value impact is a key success criterion in all Goram Homes' procurement awards over £1m. As a result, all our projects will deliver social value to the area we are working in. Where appropriate this will include opportunities for training and work experience.</p> <p>Example: At Romney House, Lockleaze we will build a Skills Academy - an innovative training programme designed to create opportunities for local people to gain work experience and vocational qualifications, including NVQs and CSCS cards – a crucial first step into the construction industry. The academy is being delivered in partnership with City of Bristol College and Partners in Bristol, and it will combine classroom and practical learning, with participants gaining live site experience on the Romney House project.</p>
<p>4. Support the creation, sustainability and growth of local community groups, voluntary groups and social enterprises, in alignment with the VCSE strategy</p>	<p>Social value impact is a key success criterion in all Goram Homes' procurement awards over £1m. As a result, all our projects will deliver social value to the area we are working in. Where appropriate this will include supporting local groups and social enterprises.</p> <p>Example: At Romney House we have set up the One Lockleaze Community Fund - a fund for direct investment into local community groups. Other groups we are supporting include:</p> <ul style="list-style-type: none"> ■ Fixer café: The Lockleaze Fixer will provide opportunities for local engineers and crafts people to advertise their wares and share their skills with members of the community. ■ Groundwork & The Vench

Bristol City Council Social Value Objectives	How Goram is addressing them
<p>5. Promote the involvement of local people and organisations in active citizenship such as volunteering and foster caring</p>	<p>Social value impact is a key success criterion in all Goram Homes' procurement awards over £1m. As a result, all our projects will deliver social value to the area we are working in. Where appropriate this will include supporting active citizenship and volunteering.</p> <p>Example: At Romney House we will deliver “Green Gyms - the Conservation Volunteers” - fun and free weekly outdoor sessions across the site where volunteers are guided in practical activities such as:</p> <ul style="list-style-type: none"> ■ planting trees ■ sowing wildflowers ■ litter picking ■ creating & maintain footpaths ■ installing wildlife hibernacula
<p>6. Promote the mental and physical health and well-being of local people</p>	<p>Goram Homes will promote the mental and physical health of local people through the provision of mixed developments of sustainable homes. We will always include the highest number of affordable homes possible in our developments - giving more people the chance to have a safe and secure home.</p> <p>Our designs will incorporate safe, public open spaces that encourage people outdoors and into nature. And wherever we build homes we will continue to support residents after work is completed to create sustainable, balanced communities.</p>
<p>7. Support the creation of high quality, affordable and sustainable homes and inclusive public spaces</p>	<p>Goram Homes will work in partnership with Bristol City Council and the private sector to build mixed developments of sustainable homes. We will always include the highest number of affordable homes possible in our developments - giving more people the chance to have a safe and secure home.</p> <p>Our designs will incorporate safe, public open spaces that encourage people outdoors and into nature. And wherever we build homes we will continue to support residents after work is completed to create sustainable, balanced communities.</p>
<p>8. Support the creation of high quality, affordable and sustainable homes and inclusive public spaces</p>	<p>Goram Homes will work to reduce air pollution and greenhouse gases via the delivery of increased biodiversity and carbon neutral housing on our developments. We have adopted the RIBA 2030 Climate Challenge Targets for operational energy use, embodied carbon, and water use reduction. We will also adopt the Building with Nature Standards – a framework of standards for good green infrastructure which encourages developers to create places that really deliver for people and wildlife.</p>

Bristol City Council Social Value Objectives	How Goram is addressing them
<p>9. Reduce and reuse waste, particularly waste that is harmful and/or sent to landfill</p>	<p>Goram Homes will work with partners to reduce waste in the construction of new homes, and with Bristol Waste ensure all new homes are designed to encourage residents to recycle and reuse wherever possible.</p> <p>Example: At Baltic Wharf our Site Waste Management Plan aims to stop up to 95% of non-hazardous construction and demolition waste from going to landfill.</p>
<p>10. Support Bristol becoming a more ecologically resilient and biodiverse city</p>	<p>Goram Homes is committed to delivering increased biodiversity and carbon neutral housing on all our developments. We have adopted the RIBA 2030 Climate Challenge Targets for operational energy use, embodied carbon, and water use reduction. We will also adopt the Building with Nature Standards – a framework of standards for good green infrastructure which encourages developers to create places that really deliver for people and wildlife.</p> <p>Example: Our Baltic Wharf development has been designed to encourage sustainable lifestyles for residents and include a range of sustainable features that will help lower their carbon footprint:</p> <ul style="list-style-type: none"> ■ Designed from a fabric first principle, incorporating high levels of thermal insulation ■ 64 Photovoltaic panels mounted on the roof to deliver 20% renewable energy for the benefit of all residents ■ Low carbon heating by means of either onsite Air Source Heating or a future proofed connection to the proposed Bristol district heating network ■ Electric vehicle charging points for cars ■ Energy-efficient LED lighting throughout the site ■ Smart energy meters will be installed in every home, empowering residents to monitor and manage their own energy usage ■ Indoor spaces have been designed with natural light and ventilation in mind, with floor-to-ceiling glazing and rooms with multiple windows ■ Design details including projecting eaves, balconies, and solar shading to keep residents cool in summer ■ Efficient water fittings and dual flush toilets to cut down water consumption ■ Permeable paving, soakaway crates and rainwater gardens to reduce the risk of downstream flooding ■ 37% carbon emission improvement on current building regulations

BRISTOL HOLDING COMPANY BUSINESS PLAN 2022/23

1. Foreword by Peter Beange, Chair of Bristol Holding Co Ltd

As Chair of Bristol Holding Co Ltd (BHL), I am pleased to introduce what we understand will be the last company business plan under the stewardship of myself and the current Board of Directors. I should like to take this opportunity to thank all board members and executive staff, past and present, for their support over the last two and a half years in steering the company through the necessary challenges and providing the required advice for the Shareholder in its dealings with its wholly owned companies.

In managing the sale of Bristol Energy and ensuring an effective wind-up to enable solvent liquidation of its successor Be2020 Ltd, we have presided over what we believe to be the best possible conclusion for the Council. We are now in the process of supporting an effective sale of Bristol Heat Networks Ltd to the winning bidder through the City Leap procurement process. Having initially set up Bristol Heat Networks to ensure delivery of the Redcliffe and Old Market networks, supported by government grant, trading activities commenced during 2020/21 and developed further during last year as opportunities to connect and supply heat arose.

We are pleased with the progress of Bristol Waste and Goram Homes, during another year impacted by Covid, and potential growth opportunities that successful delivery is bringing. Despite the concerns expressed by many in public last year, Bristol Waste have successfully taken on key Facilities Management functions from the Council, earning the praise of many in regards how they have taken particular care to help the staff transition. Goram are now well on the road for delivering Romney, and have secured a JV partner for Dovercourt Rd. We are now hopeful that 2022/23 will include a significant new development, cementing their position as one of the largest housing developers in the City. However, we acknowledge that governance arrangements need to change if it is now intended that there will only be two Council companies for the foreseeable future, operating in very different environments, and the Board is committed to ensure the successful and seamless transition of BHL services to the Council and its role as Shareholder.

For this reason, we have put together a short-term business plan focussed on sale of Bristol Heat Networks and transfer of BHL functions, minimising the financial implications for the Council and its remaining companies, but ensuring effective corporate governance is retained.

2. 2021/22 Review

During last year the BHL Board and staff continued to demonstrate agility, delivering on all key targets set out in last year's plan, continuing to provide effective scrutiny and assurance for the Shareholder, whilst responding to emerging circumstances and directing resources as appropriate.

Having disposed of Bristol Energy's customers and brand we set about ensuring an effective and speedy wind-up process for the residual company Be2020 Ltd, and process for solvent liquidation, which could only follow negotiation of cessation of its energy supply licence. The company entered into members voluntary liquidation in June 2021, and as the year has progressed, we are confident that the final outcome will be well within the financial envelope set by the Council, and significantly better than many feared when we commenced this process in 2020.

During the last year significant BHL resources have been required to support the development of Bristol Heat Networks, developing its trading whilst supporting the Council in commercial arrangements for City Leap. It has highlighted gaps and financial and operational risks, not least the consequences of the massive increases in energy costs on the business, but we anticipate a successful share sale to the winning City Leap bidder JV, and this will be a key focus for the company during the early part of 2022/23.

Despite having to reduce some services Bristol Waste continued to cope well with ongoing Covid issues and key staff shortages. In June they successfully took on Cleaning and Security, as part of a programme of FM services scheduled to be transferred, which will strengthen their commercial offer across the City. They have also led on the development of the new HRRC site at Hartcliffe which is scheduled to open early in the new financial year. We supported key changes to board membership who are now leading on areas of transformational change.

Goram Homes has continued to go from strength to strength, with commencement of works at Romney, following planning consent during the year. Unfortunately, Baltic Wharf has been held up due to BCC planning issues impacting on all development sites close to River Avon/Harbourside. Notwithstanding that they have entered into a JV partnership for the development of Dovercourt Rd, other pipeline sites are progressing well, and there is now opportunity to take a lead on Hengrove and other key developments, is now set to be key to delivery of the Council's housing delivery targets.

We have continued to strengthen internal audit and embed risk management arrangements. Audit and Risk Committee is well established, and new membership of the Committee has reinforced its scrutiny and independent governance arrangements. We undertook board effectiveness reviews and acted on required improvements. At the same time, we have continued to reduce the cost base of BHL as the holding company.

3. Timeframe of the 2022/23 Business Plan

The BHL business plan is a transitional plan and is for one year only. This is following the outcome of the independent shareholder advisor's governance review of the Council's wholly owned companies. The review concluded that, following disposal of Bristol Heat Networks Ltd procurement process to the successful City Leap bidder, and without clear intent to bring more companies under the Holding Company in the short to medium term, Bristol Holding should be disbanded and its core functions absorbed by the Council and its Shareholder function.

Although all financial information is based on a full year, it is recognised that full transition to the new governance delivery model is anticipated to be completed within 7 months of the start of the new financial year.

4. Bristol Holding Strategic Objectives and Targets for 2022/23

This business plan has been prepared on the following assumptions:

- That Bristol Heat Networks Ltd is acquired, via share purchase agreement, by the City Leap Joint Venture during the financial year.
- That following the outcome of the independent shareholder advisor review, and subsequent management action plan, the Council will determine to transfer key Holdco functions to either the Council or remaining subsidiaries (Bristol Waste and Goram Homes).
- That the above transition will be completed during the 2022/23 financial year.

The strategic objectives of the company should reflect the successful conclusion of the above desired outcomes, ensuring seamless transition whilst delivering effective corporate governance arrangements.

During this transition period, the strategic objectives of Bristol Holding will remain as follows:

Key Strategic Objectives;

- To provide effective commercial, financial and risk assurance to the Shareholder in the operation of its wholly owned companies
- To ensure strategic alignment between Bristol City Council corporate aims, objectives, and values, and those of its wholly owned companies, including their commercial objectives
- To oversee the delivery of the companies' 22/23 business plans and objectives
- To ensure effective corporate governance arrangements across the companies
- To promote maximisation of social value of the companies
- To support the Council achieve a seamless transition of Holding Company services, staff and corporate governance requirements to the new delivery model
- To ensure effective and efficient arrangements for residual company statutory and retained Holding Company activities
- To ensure effective disposal of Bristol Heat Networks Ltd to the City Leap JV

- To minimise costs and charges to subsidiaries pending completion of the transition process and deliver value for money

In line with our strategic priorities outlined above, key targets for the year ahead are set out in the table below;

<i>KPI</i>	<i>Metric</i>	<i>Owner</i>	<i>Dependency</i>	<i>Timescale</i>
Timely and robust finalisation of 2021/22 statutory accounts process reflected in external audit opinion	BHNL audited accounts signed off by June 2022, other companies by Sept 2022	Group FD	Subsidiaries, BCC, External Audit and Tax Advisors	Sep-22
Full end-to-end heat network business operational prior to disposal of Bristol Heat Networks	All HNIP and residual assets transferred to BHNL	BHL Board	BCC Energy Services	May-22
Timely and effective sale of Bristol Heat Networks to the resultant City Leap JV	Successful Share Purchase Agreement, TUPE arrangements, tax matters and information transfer within agreed timeframe	BHL Board	City Leap	Sep-22
Key tenets of good corporate governance and assurance of wholly-owned companies maintained post Holdco	Full review of audit and risk arrangements for residual wholly-owned companies completed and actioned	Group FD	BCC Subsidiaries	Jul-22
Key tenets of good corporate governance and assurance of wholly-owned companies maintained post Holdco	Completion of all Board Effectiveness Review improvements actions for subsidiaries, renewal of Goram Homes Board appointments and remuneration arrangements	BHL Board	BCC Goram Homes Bristol Waste	May-22
Complete the seamless transfer of Holdco functions to BCC and subsidiaries	All staff, assets, resources appropriately transferred, all liabilities understood, and clear plans for managing residual functions in place	Group FD	BCC City Leap	Oct-22
Liquidation of Be2020 progresses to have a reasonable expectation that completed by April 2023 within indemnity agreement limit	Final outcome is reasonably forecast to be at least £2m less than the indemnity agreement	Group FD	Effective liquidation process	Sep-22
Successful support to BWC transformation programme/ new opportunities and support for Goram in emerging opportunities	Detailed proposals for BWC improvements and timetable agreed by BCC Goram Homes outline proposal for Hengrove site approved by BCC	BHL Board	BCC budget/ decision-making processes BWC Board Goram Homes Board	Sep-22

5. Finance

Having successfully concluded the placing of Be2020 Ltd into solvent liquidation, in June 2021, we commenced the process of reducing the establishment and costs of Bristol Holding. As a consequence, we reduced Company Secretary support to companies by 0.6FTEs in July 21, the Executive Chair role ended in October, and the number of independent non-executive directors reduced by one the following month. The number of BHL employees has now reduced from 3.8FTEs to 2.6FTEs.

The company made a small operating surplus for the 2020/21 financial year, although with further impairment of Be2020 Ltd, and the preference share liabilities owed to the Council (primarily relating to Be2020 Ltd), total losses for the year were £3.3million. during 2021/22 the Council agreed to reclassify 27.3million preference shares relating to the company's shareholding in Be2020 Ltd to ordinary shares and waive outstanding preference share dividends, which will significantly improve the financial position for the year. We anticipate a break-even position in terms of operational performance, but there does remain some preference share holding with the Council which will impact on reported profit/losses.

Set out in the table below is the draft budget for 2022/23 which is for a full year. In reality, we aim to conclude full transition to the new governance model by October 2022 (7 months). After allocation of directors' costs to BHNL the planned budget for Holdco is reduced from £563k to £373k for the year. Employee costs below include BHL directors' remuneration.

<i>Bristol Holding - Draft Budget 2022/23</i>		
<i>Original Budget</i>	<i>Revised Budget</i>	<i>Draft Budget</i>
<i>2021/22</i>	<i>2021/22</i>	<i>2022/23</i>
<i>£</i>	<i>£</i>	<i>£</i>
<i>Income</i>		
5,000	2,000	2,000
Charges to BCC		
558,000	565,500	371,500
Charges to Subsidiaries		
563,000	567,500	373,500
Total		
<i>Expenditure</i>		
396,000	361,500	256,000
Employees		
95,000	148,000	78,000
Supplies & Services		
<i>Recharges from BCC/ Subsidiaries</i>		
54,000	47,000	35,500
Finance, Audit & Insurance		
10,000	5,000	2,000
Legal		
5,000	3,000	-
HR		
3,000	3,000	2,000
ICT		
563,000	567,500	373,500
Total Costs		

Set out below are key sensitivities and financial assumptions underpinning the budget. It should be noted that some core costs, including Company Secretary, internal and external audit, and group-wide insurance will be required under the future governance model.

Sensitivities

- *Pay award – Each 1% above assumed equates to - Additional costs £1,400*
- *Contract inflation – Each 1% above assumed equates to – Additional costs £1.100*
- *Delays in completion of City Leap/ transition process (per month) £21,000*

Financial Assumptions

- % Pay Awards, Pension & NI – 2.6% plus 1.25% Employer’s NI uplift
- % Inflation assumptions - 4% contracts and services provided by BCC
- All costs to be charged to subsidiaries
- Indemnities, warranties and guarantees from BCC – Sale of BHNL to City Leap JV
- BCC Debt write-downs, write-offs, and reclassification – Preference Share reclassification assumed to be finalised as part of wind-down process
- The company has minimal reserves

6. Social value

The use of BHL for key governance and assurance purposes, along with support for subsidiaries generates additional social value to Bristol. We have assessed and enumerated those social value benefits that derive from BHL, and which include;

- 100% employees resident within boundary of Bristol City Council, (60% of those from postcodes areas deemed most deprived)
- Majority of third party spend contained within local economy (80%)
- Minimisation of carbon footprint through flexible working arrangements and promotion of public transport/ walking/ cycling alternatives

The full year equivalent social value anticipated to be delivered by Bristol Holding equates to **£184,600**. The values above are all calculated in accordance with the Council’s agreed TOMs framework.

In addition to the above, all distributable surpluses will be returned to the Council.

7. Risks

Top Bristol Holding Risks are set out in the table below:

Risk Title	Description	Mitigations/ Controls	Current Risk Level		
			L i k e l i h o o d	I m p a c t	R i s k R a t i n g
RIS12: Corporate Governance	<p>Failure to have clear and effective corporate governance arrangements contributes to business failings and further loss of confidence by shareholder and other stakeholders</p> <p>Risk Causes Include; Out of date or inappropriate governance arrangements Focus on unreasonable cost reduction rather than effective governance Lack of clarity with respect to roles and responsibilities Vast majority of decision making authority rests with Shareholder Inadequate or incomplete corporate policies and procedures Breach of appropriate standards and/ or probity Poor risk management processes and culture</p>	<p>Retention of assurance and scrutiny role pending finalisation of BCC management action required from Grant Thornton and independent shareholder advisor reviews Prioritised programme for standardised policies and procedures Group-wide risk management framework and assurance policy and regular risk reviews Internal Audit Review of effectiveness of Holdco corporate governance arrangements and action plan in place to address issues raised</p>	4	4	16
RIS15: Cyber Security	<p>Risk that key IT systems are compromised and systems become inoperative and/or sensitive data stolen or lost</p> <p>Risk Causes Include; Insecure ICT hardware Inadequate virus protection software Malicious behaviour by 3rd parties Human causes</p>	<p>BHL on BCC server and utilise BCC applications where feasible Sign-on and password protections Secure Configuration Malware protection User education and awareness Home and Mobile working Managing user privileges (BCC) Incident management (BCC) ICT Monitoring (BCC) Network security (BCC) Implementation of Modern.Gov</p>	3	4	12
RIS08: BHL Workforce Retention	<p>Failure to ensure continuity of key staff prior to completion of transition to Post City Leap alternative governance delivery model</p> <p>Risk Causes Include; Lack of succession planning Inability to retain the right people at the right remuneration Inadequate staff development and training Failure to agree approach for retention of workforce between Shareholder and companies</p>	<p>Early commencement of transition planning CoSec role to transition seamlessly into BCC Key support staff retention arrangements agreed by BHL Board Indicative temporary succession arrangements for Group FD role</p>	3	4	12
RIS22 - Leadership	<p>Failure of board / Senior Leadership team to give capable leadership, control and strategic direction BHL Board/ executive fail to gain confidence/trust of stakeholders; lack of buy-in to HoldCo by subsidiaries</p>	<p>Approval by Shareholder of revised BHL Board/ Committee arrangements Board Effectiveness Review Consistent and effective oversight in regards subsidiary performance. Supporting and influencing strategic direction in a positive way Keep key stakeholders apprised of key issues and action plans Ensure BHL has the right mix of skills at board level to achieve goals Ensure updated governance protocols support board to fulfil role</p>	3	4	12
RIS07: Delivery of Business Plan	<p>Risk of failure to deliver BHL business plan</p> <p>Risk Causes Include; Incorrect service transition assumptions in business plan Incorrect financial assumptions in business plan City Leap doesn't progress as planned Poor performance Failure of buy-in from Shareholder/ Subsidiaries to alternative governance and transitional arrangements Failure of performance from BCC on areas of their control Failure to achieve service KPIs and milestones Loss of funding</p>	<p>Annual business plan and budget preparation, scrutiny and approval process with review by Shareholder Monthly monitoring of financial performance and key operational KPIs by BHL Board Robust financial modelling for business planning and business development Efficiencies delivered during 2021/22 Identification of realistic targets and benefits in tangible terms Alignment of limited resources to service priorities and risk mitigations Collaboration with BCC and subsidiaries</p>	3	4	12
RIS18 - Inadequate Resources	<p>Insufficient resources are available to deliver against BHL plan. Budgetary constraints Staff reductions (CE & CoSec) Multiple concurrent issues demanding BHL involvement</p>	<p>Reduce involvement in operational matters across subsidiaries. Prioritise work with small exec Team Key staff retention arrangements</p>	3	4	12

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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