

Overview and Scrutiny Management Board Agenda



Date: Friday, 3 March 2023

Time: 2.00 pm

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

Distribution:

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

Issued by: Lucy Fleming, Democratic Services

City Hall, PO Box 3167, Bristol, BS3 9FS

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

Date: Thursday, 23 February 2023



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

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.

Minutes of the Overview and Scrutiny Management Board meeting held on 14th February to follow.

5. Chair's Business

To note any announcements from the Chair

6. 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 **Monday 27th 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
Thursday 2nd March

7. Companies Business Plans: Bristol Waste

(Pages 7 - 74)

8. 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.

9. Companies Business Plan: Bristol Waste - EXEMPT

(Pages 75 - 86)



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.

Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

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

COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

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



Overview and Scrutiny Management Board



3 March 2023

Report of: Director: Legal and Democratic Services

Title: Bristol Holding Group Limited Company Business Plans for 2023/24 – Bristol Waste Company Limited

Ward: All

Officer Presenting Report: Shareholder Liaison Manager

Contact Telephone Number: 07469 029 460

Recommendation:

That the committee review and provide comments on the Bristol Waste Company Limited Business Plan 2023/24.

The significant issues in the report are:

Please see the content of the business plan of Bristol Waste Company Limited (company number: 09472624). The Business Plan will be submitted for approval to Cabinet on 7 March 2023 along with the Goram Homes Limited (company number: 11597204) and Bristol Holding Limited (company number: 09485669) business plans 23/24.



1. Summary

1.1 This report refers to the business plan which will be considered by Cabinet on 7 March 2023 for approval:

- a) Bristol Waste Company Limited (company number: 09472624) [Appendix A and Exempt Appendix C]

2. Context

2.2 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: 09485669) and Goram Homes Limited (company number: 11597204) (the Bristol Holding Group). The Business Plans will be submitted for approval to Cabinet on 7 March 2023.

2.3 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 pertaining to Goram Homes and Bristol Holding were presented for review by OSMB on 14 February 2023, prior to being recommended for approval at Cabinet on 7 March 2023. The Bristol Waste Business Plan is now being presented to OSMB separately on 3 March 2023 prior to also being recommended for approval at Cabinet on 7 March 2023.

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.

4. Consultation

4.1 The Company's Board has reviewed their business plan. The Shareholder Group convened on 6 February 2023 to review the Bristol Waste Business Plan.

5. Public Sector Equality Duties

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

Appendices:

- Appendix A – Bristol Waste One Year Business Plan 2023/24
- Appendix B – Bristol Holding Limited Commentary on Business Plans
- Exempt Appendix C – Bristol Waste One Year Business Plan 2023/24 – Exempt information
- Exempt Appendix D - Bristol Holding Commentary – Exempt information

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Report:

Bristol Holding Group Business Plans 22/23, Overview and Scrutiny Management Board, 9 February 2022

[https://democracy.bristol.gov.uk/documents/s69658/OSMB Report Bristol Holding Ltd. Business Plans - 27 02 09V2.pdf](https://democracy.bristol.gov.uk/documents/s69658/OSMB%20Report%20Bristol%20Holding%20Ltd.%20Business%20Plans%20-%2027%2002%2009V2.pdf)

Report:

Bristol Holding Group Business Plans, Cabinet, 3 March 2022

https://democracy.bristol.gov.uk/documents/s70395/220217FINALCabinetReport-GroupBusinessPlans2022_2023V13.pdf

Business

Plan

2023-2024










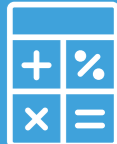


DOCUMENT CONTROL	
Issue No: 5	Date: February 2023
Document Title: Business Plan 2023-24	Prepared For: Shareholder
Contact: Bristol Waste Company Chris Holme, Finance & Strategy Director Bristol Waste Company, Albert Road, Bristol, BS2 0XS	
Tel: 07961 885 170	
Email: chris.holme@bristolwastecompany.co.uk	
BUSINESS PLAN 2023-24	

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Our organisation	
Delivering transformation	
SHEQ	
People	
City waste, recycling & cleanliness	
Commercial waste	
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Financial plan	




Impact Performance 2022

Each year we:







 <p>Remove 6,000+ instances of grafitti</p>	 <p>Divert 180K tonnes of waste from landfill</p>	 <p>Recycle 55,000 tonnes of waste</p>	 <p>Provide Integrated FM services for 230 buildings</p>
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 <p>Opened the brand-new Hartcliffe Way Recycling Centre and Reuse Shop in the south of the city.</p>	 <p>Workplace Services achieved SIA and ISO accreditations strengthening our commercial credibility</p>
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 <p>Responded to 6,250 street cleansing job requests</p>	 <p>748 streets engaged with (average of 60 per week) (Jan – Oct 2022)</p>	 <p>Sold/diverted over 44,319 items from waste through our Reuse Shop</p>
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 <p>Created approx. £40M economic, environmental and social value for Bristol</p>	 <p>Delivered 50,717 learning & development hours to our staff</p>	 <p>Cleared 8,500 fly tip incidents (over 1,315 tonnes Jan-Nov 22)</p>
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Impact Performance 2022

 <p>Provided 67,320 hours of security services across Bristol since April 2022</p>	 <p>Ran awareness raising campaigns, including Bristol's Binning, Students On The Move, and Love St Pauls</p>	 <p>Launched a brand-new booking system for Household Reuse and Recycling centres in the city</p>
 <p>Diverted 6,952 litres of paint from the waste stream and into use</p>	 <p>Donated 762 items to charities and organisations</p>	 <p>Won the LARAC award for Circular Economy (Reuse), and received a 4-star rating in the Zero Waste Awards</p>
<p>Cost 20p per day to deliver our waste and street cleansing services for the city</p>	<p>Welcomed 4 external apprentices and 7 internal apprentices</p>	<p>Welcomed and trained 8 new drivers and a further 14 have been allocated driver training</p>
 <p>More than 80,000 followers on social media, including Nextdoor</p>	 <p>Made 17.7M scheduled collections</p>	 <p>Composted 25,000 tonnes of waste</p>





Executive Summary

The last 12 months

Even with the challenges we have faced, over the past 12 months we have seen areas of strong delivery across the company as well as some significant changes within the business. Before looking ahead, we would like to take the opportunity to highlight some of the successes we have achieved.

We have:

- opened the brand new Hartcliffe Way Household Reuse and Recycling Centre (HRRC) and brilliant new Reuse shop
- launched a brand-new booking system for HRRCs
- Workplace Services achieved SIA and ISO41001 accreditations
- received positive feedback from customer/client surveys for HRRC, Workplace Services (WPS) and Commercial Waste Services, delivered with Hubbub and BCC
- launched the Digital Inclusion Scheme
- delivered "Bristol's Binning" campaign with Hubbub
- created a toolkit to support city Councillors with their waste questions and concerns
- salvaged 44,319 items from going to waste through three Reuse Shops and two warehouse sales
- ran two successful city-wide litter picking campaigns and Big Tidy's biggest ever litter pick
- created and led "Students on the Move," improving street scene during the student move out period
- launched our internal diversity & inclusion programme – including the creation of colleague led groups
- launched Bhive recycling units within Council buildings
- won the Circular Economy Achievement Award at the 2022 LARAC Awards
- highlighted the dangers of battery fires nationally, thanks to the thorough practice of our teams
- brought more recycling to flats in the city via the Mini Recycling Centres (MRC) project
- launched a revamped "Village" approach to street cleansing leading to increased compliments and decreased complaints
- put 6 frontline staff through their LGV Drivers course, 2 more undertaking practical soon and 14 more enrolled
- reviewed projects governance and introduced simple steps to improve monitoring and reporting
- strengthened our internal governance with the introduction of our Audit, Risk and Assurance Committee (ARAC) and Remuneration, EDI, and People Committee (REPCo)
- made substantial changes to the senior management team
- adapted to our commercial customers' needs as of November 2022, Bristol Waste are the market leader in the BS1 postcode with over 160 businesses served
- achieved new commercial waste sales of over £540,000 of annualised new business, notable wins include:
 - Bristol Water
 - Unyfi waste broker
 - Bristol Harbourside Festival (Richmond Event Management)
 - Furniture Village RDC (Circom)
 - Puxton Park
- improved recycling and saw a 13% reduction in household waste. Bristol now has the lowest residual household waste rates of any core city, and the highest recycling percentage of the English core cities at 44.44%
- reduced our waste to landfill percentage to an average of 2% from April to December 2022 - good progress towards our target of zero to landfill over the next two years
- continued flats recycling programme - 158 blocks of flats now have food recycling for the first time, 27,972 flats and households now have recycling

Executive Summary

This business plan sets out a detailed one year financial and delivery plan for Bristol Waste (BWC). It reflects the prevailing and difficult economic climate and the challenge facing us and our Shareholder, Bristol City Council (BCC), is to "live within our means." Consequently, cost has been a key area of focus for this plan.

Like many companies, we are facing challenges that will affect our ability to carry out all the activities we set out in our existing 5-year business plan for 2022-27. Over the last year we have experienced an increasingly challenging economic environment with inflationary cost pressures that far exceeded the conditions contained in our key contracts with the Council. Whilst we have worked tirelessly throughout the last 12 months to close the gap, we still need to take further remedial action via efficiencies, developing our commercial proposition and delivering service changes for the coming years. In light of this, and economic uncertainties beyond the next financial year, we have agreed with our Shareholder to present a one-year business and financial plan, and during the year we will develop a revised longer term business and financial strategy.

Overall this is a challenging plan, and the BWC Board and company will do everything possible to achieve the objectives as set out, but we also need to work with the Council to develop sustainable services for 24/25 and beyond.

What is "living within our means"?

The challenge facing us and our shareholder, "to live within our means" will necessitate us managing a contract price increase below the current level of inflation.

BCC have agreed to a 5% increase on the main waste contract, whereas there is an actual price reduction in the Facilities Management (FM) contract. As these two contracts make up over 80% of our revenue, the challenge of living within our means becomes the primary determining factor when looking at our financial plan.

This compares to a current rate of inflation of 10%, which is likely to be reflected in the £12m West of England residual waste contract, and higher demands for cost-of-living wage increases.

Quite simply, this will require us to spend no more than the amount of money being provided under our contracts and we will need to make changes to balance the books.



BWC good corporate citizenship

At Bristol Waste, we are committed to good corporate citizenship. Working in partnership with the people of Bristol and BCC, we make decisions focused on social and ecological responsibility.

In the past year we:

- Took part in **BBC One's DIY SOS** which rebuilt a community playground in Southmead
- Put young people's artwork on bins in St Pauls to change attitude to waste #LoveStPauls
- Worked with National Citizen Service to get **200+ young people litter picking** in the city
- Supported Bristol Pride #PutHomophobicInTheBin #PutTransphobicInTheBin
- Donated **800 Computers** through Digital Inclusion scheme
- Diverted over **44,319 items** from waste through our Reuse Shop
- Sponsored the Bristol Live #IAMBOB Black Owned Business Award
- Winners of the LARAC Circular Economy Achievement Awards
- Received a **4 star rating** in the Zero Waste Awards
- Recycled more than **343,000 disposable cups** #ForCupsSake
- Diverted **180,000 tonnes** of waste from landfill
- Delivered the Great Bristol Spring Clean and the Autumn Litter Blitz





Executive Summary

It is pleasing to see the Quality of Life Indicators (QOL) in the latest QOL survey data. In the city wide summary we have seen a 5% increase from 68% to 73% of the percentage of respondents satisfied with the recycling service, and a 3% increase from 71% to 74% of those respondents satisfied with the general household waste service. These are positive year-on-year improvements. However, variations do exist between city wide and deprived area scores, that we will seek to further understand and act on accordingly.

We have continued to go above and beyond to absorb costs and achieve efficiencies since the inception of both the waste and facilities management contracts to support the Council to deliver value for money. Over the last 6 years we have delivered £12m of efficiencies - £3.1m of that delivered in 2022-23. This has included the absorption of additional Bristol housing and £750k per annum for the running of Hartcliffe Way HRRC to name a couple. We also part-funded the capital cost of delivering the Hartcliffe Way HRRC. We are doing all that we can to ensure a viable business for the Shareholder whilst delivering value for money to the taxpayers of Bristol.

Savings to date

We have not been complacent in the face of these external challenges and have already made significant savings.

On the municipal contract:

- we save the Council £0.5m each year on food waste contract via negotiations
- we optimise recycle income each year through dynamic contract management
- we have absorbed additional costs on top of what we are contracted to provide

Examples of absorbed costs	£m
Absorption of additional Bristol housing	£350k
Absorption of Hartcliffe Way HRRC running costs	£750k
Absorption of additional parks tonnage beyond contract	£150k
Absorption of costs of HRA tonnage	£94k
Absorption of costs of mattress disposal	£100k

On the facilities management contract:

- we have focused on making significant operational improvements such as reducing sickness (9%-6%), reducing agency spend (£450k) and reduced management overheads (£160k)
- we achieved SIA and ISO accreditations that improved commercial credibility leading to non-BCC revenue increase



Executive Summary

Looking forward to 2023-24

We are undoubtedly in difficult times, and we recognise there are significant gaps in funding for the Council. This plan delivers efficiencies and cost savings and we have tried to minimise the impact on frontline services. As our ultimate Shareholder and main client, it is dependent on BCC following through on several key decisions and activities in a timely manner. This will be a joint endeavour to get things done.



By working together we will be on a solid footing to tackle the external financial challenges head on.

Our priority has been to limit impact to our core services - especially in our municipal waste activity as we recognise these services touch every household in Bristol and have a big impact on our street scene.

The Council's Medium Term Financial Plan (MTFP) assumptions for the waste and facilities management contracts pre-date the rapidly changing external environment. Without remedial action such as significant efficiencies, improving our commercial proposition and delivery of service changes, we are looking at a gap in the region of £4m. This doesn't reflect the November 2022-23 pay award claim from Trade Unions for our frontline colleagues that is in negotiation.

To that end in 2023-24 we are committed to delivering £2.6m of company efficiencies.

Initiative	Overview
Unlocking the business & efficiencies	Providing leaner, more agile support services, rationalising our systems and processes, better use of technology and cutting down on agency and overtime
Commercial collections	Reviewing contracts, profitability and increasing business
Commercial processing	Continuing to mine recycle from waste stream to avoid landfill and reduce costs in this area
Avonmouth Phase 2	Develop shredding, baling, and sorting facilities in Avonmouth, increasing resilience and revenue potential
Reuse city centre shop	Opportunity for a city centre reuse shop for six months from April 23
Charge developers for waste & recycling facilities	Charge per property for waste and recycling kerbside facilities and/or mini recycling centres
Change of depreciation policy	Changing the useful life of assets and reflecting that in our financial assumptions
Waste disposal and other procurement opportunities	Review procurement opportunities across the business focussing on those that have the potential to generate the greatest gains
Workplace Services non-BCC business growth	Exploiting commercial opportunities building on the success for 22-23
Workplace Services efficiencies	Following review of WPS contract - BWC to deliver productivity arrangements
Workplace Services inflation assumption	Reviewing and renegotiating onerous clauses in our WPS contract
Sickness targeted reductions	Improve sickness management process to reduce agency costs
Fleet efficiency	Review fleet management arrangement to deliver efficiencies
Price/ volume savings in fuel	Fuel efficiencies and move away from GTL – paying to offset the carbon emissions on fuel





Executive Summary

In addition, we have agreed with the Council that we will have to reduce the service we provide to the city to meet the financial constraints placed upon us. This includes changes to BCC policy, increased fees and charges, and service changes that deliver savings opportunities of £1.8m.

These service changes assumed in this budget, which primarily relate to the provision of waste and street services, include:

Initiative	Overview
Fees & Charges	
Green waste subscriptions	Increase green waste headline subscription fees and improve efficiencies to ensure only collecting from households who are subscribed
HRRC chargeable DIY waste	DIY waste to be charged for at Bristol's HRRCs
Chargeable replacement black bins and green waste bins for residents	Charge residents for replacement black bins and green waste bins to cover cost. Bins damaged by BWC replaced free of charge
Policy	
Private student accommodation providers	Revisions to private student accommodation policy
Chargeable domestic waste (Schedule III)	Increase revenue of chargeable domestic waste (e.g. Schedule 2 - student halls, schools, charities)
Service Changes	
Reduce HRRC opening times	Reduce opening to 5 days a week
Remodel frequency of street cleansing	Frequency of street cleansing will be reduced in some areas

These proposals aim to ensure that BWC, and therefore BCC, will be able to deliver in budget in the coming year, and ensures that the BWC Board can fulfil their fiduciary duties as Company Directors.

There will of course be implications for our teams and the residents of Bristol in bringing forward these changes. The focus for the waste and streets teams will be primarily on effective delivery of the rationalisations needed to the core services from 1 April 2023.

Collaborative working between the Strategic Client and Bristol Waste is imperative for making the service changes and increases to fees and charges required, with formal consultation and a Council decision required before many of the changes can be implemented. If the agreed timescales for these changes are not met, each month of delay will effectively add £200k to £225k onto our cost.

While we endeavour to limit impact to core services and safety remains our priority, the reality of the cost savings required will mean that resources for all the waste collection and cleansing services in 2023-24 will need to be reduced. We will make every effort to protect services where possible, but we acknowledge that there will inevitably be some adverse effects on performance levels and the street scene:

- remodelling frequency of street cleansing will lead to a reduction in the cleansing frequency of semi-urban, residential and industrial areas of the city by up to half. Graffiti and fly-tip removal resources will also be reduced. This change will have the biggest impact on our city cleanliness and will be the first area for reinvestment when finances allow.
- rationalisation of the HRRCs should have a smaller impact for the city as we will design opening hours around highest demand and our data indicates there will be sufficient weekly availability remaining for service. We recognise that some of these changes have required difficult decisions for the company and the Council. We have alignment today with the Council as our Shareholder and client and this will be vital as we move forward together in these difficult times. We are focused on delivering all we have committed to in this plan in a way that limits impact to Bristol residents and the city.



Executive Summary

Looking to other areas of delivery for 2023-24

Health & Safety

The health & safety of our colleagues, customers and everyone we interact with is paramount to all that we do. Safety, Health, Environment and Quality (SHEQ) are core to our strategy and way of working.

There has been a significant range of actions and improvements over the last year yet we have not seen improvement in all our safety results. We have achieved our objectives in key areas, such as reducing road traffic and property damage incidents. However, we have failed to meet targets for RIDDOR reportable and lost time accidents and the corresponding working days lost from the business. This does point to significant further work needed across the business and has helped us shape our objectives for the next financial year.

Our focus for the next year is very targeted to ensure we further develop our culture and meet our targets and goals:

- continue to focus on ensuring safe working practices are embedded across the business, to protect our colleagues, residents, and the environment
- continue to embed a strong safety culture in all that we do, ensuring colleagues go home unharmed every day
- ensure that health and safety is an integral part of the business and change/improvement process, maintaining our risk profile across the business. Building on last year's success ensure safety and the protection of the environment when we make significant business change such as Avonmouth Phase 2 and service rationalisation
- communicate well by simplifying our messages - improving health & safety front line staff communications
- ensure we prevent harm and protect the environment, by ensuring our facilities and activities, meet requirements and ensure we understand, measure and report the necessary data for governance, financial and legal purposes
- promote a just and fair culture across the business that will help promote safety behaviours and reduce risks and accidents
- improve investigation, root cause analyses and monitoring to continuously improve safety practices
- with a focus on potential high severity events establish "Life Saving" controls and behaviours and raise awareness with colleagues to move us towards a behavioural based safety approach
- focus on the health, wellbeing and welfare of colleagues including a close partnership with our Trade Union reps via the Attendance & Wellbeing group





Executive Summary

Delivering Transformation

In the last 12 months we have achieved significant milestones, improvements in service performance and marked the start of changes to areas of the business in need of modernisation under the banner of "Project Operational Excellence" - delivering over 70% of our "top 25" planned milestones.

The financial challenge facing the Council for 2023-24 has meant that BWC has had to reduce its aspirations on business transformation and growth and focus instead on ensuring we continue to deliver the basics well. 2023-24 will be focused on delivery, finance and governance.

In our approach, we will:

- leave no stone unturned to deliver value for money for Bristol residents, whilst maintaining our position as a leader in the waste industry
- transform our facilities management offer into a sustainable business
- unblock the business by modernising our systems and processes to become a more agile, dynamic, and high performing organisation
- further strengthen our governance to preserve stakeholder confidence and provide the foundations for high performance in challenging times
- continue to improve the culture and strengthen the relationship with the Council as our Strategic Client - consolidating the waste and facilities management strategic functions under one partnership Board.

We remain focused on the long-term goal of transforming the business, via several themes:

- 1. living within our means** - balancing the books whilst protecting core services and minimising longer-term damage to the business, giving our leaders the ability to dynamically manage their budgets
- 2. focus on our teams** - our people and their safety and wellbeing matter
- 3. unblocking the business** - ultimately leading to agile, dynamic and high performing service delivery
- 4. collaborating and innovating** - to protect and improve our core business
- 5. transparent and open communication** - working with our colleagues, customers, partners, and communities to deliver for Bristol

Focusing on getting the above right will ensure we remain a safe and legal business that can protect core city services this year without causing longer term business pressures.

People

Alongside our robust financial plans, we will also focus on our people strategy. Our business relies on the skills and experience of our teams, and must ensure our staff feel valued, productive and well. We are passionate about attracting, retaining, and developing a workforce that is capable and committed to doing a great job, whilst feeling valued and listened to. We have begun developing a 'one team' culture and this work will continue to evolve at pace to ensure we can be more modern in our approach to, and responsive to the needs of, our people. To create an inspiring company culture we have started to invest in and develop our leaders and this will continue in the next year.

We have set ambitious people plans and key areas of focus for 2023-24 are:

- creating an inspiring company culture
- further embedding equality diversity and inclusion (EDI)
- shaping our new HR team to a business partner approach
- ensuring we have the right people in the right place at the right time
- adopting a strategic approach to recruitment
- investing and developing our talent
- strengthening our internal communications

Ultimately this will help us create a great colleague experience.



Executive Summary

City waste, recycling and cleanliness

The municipal waste team has delivered significant service changes and service improvements in 2022-23. The introduction of the 'Village' approach to street cleansing has led to increased compliments and decreased complaints from residents with a marked improvement in street litter KPIs. Hartcliffe Way HRRC opened in June, and a customer survey across this site and our other HRRCs highlighted the teams exceptional customer service. Our refuse and recycling teams continue to deliver day in, day out even with the driver shortage and sickness challenges we continue to face. We remain a leading core city for recycling and our innovation, engagement and campaigns have helped us to maintain our recycling rates when other cities are seeing a fall.

The financial challenge that we face in the coming year means that the focus for the waste and streets teams will be primarily on effective delivery of the rationalisations required to the core services as already outlined in this executive summary. Whilst this is the case, we will continue to innovate where we can, to maintain our position as leading English core city for recycling. We will have to be more intentional in where we invest our limited resources, with a reduction in some of our 'big bang' campaigns and engagement work in favour of low cost, high impact resident engagement.

Alongside the core contract and required service changes, in 2023-24 we also plan to deliver the below that support company resilience and our commitments to the One City targets and Mayor's Clean Streets initiative:

Initiative	Overview
Avonmouth Phase 2	Develop shredding, baling, and sorting facilities in Avonmouth, increasing resilience and revenue potential.
Promote reuse	Provide a city centre pop up reuse shop for 6 months.
On-street litter bin / recycling trial in high streets of BCC's choice	Using lessons learned from Bristol Binning litter bin trial to expand offering across the city. External funding dependent.
Non-standard commercial and residential pilots	Expansion of the non-standard Old City commercial pilot in line with BCC strategy of timed collections. Trial of residential non-standard solution in the Old City with view to identify city wide non-standard services.
Deliver Students on the Move 2023	Work in partnership with BCC and the universities to keep the streets clean during student move out and support students to donate and recycle more.
Provide a slimmed down Big Tidy service	Maintain a Big Tidy service for the city, streamlined to match funding available from the Council.
Work with city partners to understand how the city can tackle anti-social graffiti	Support innovative trials to reduce the impact of graffiti across the city e.g. flexible resource allocation, permission walls etc.

Commercial waste services

The commercial waste team have continued to build on our strong relationships across the city, offering waste solutions that are good for businesses and good for the environment in 2022-23. This is shown in the contracts gained this year, from major Bristol businesses such as Bristol Water, to the bespoke solutions provided to support customers in the restricted presentation zones that have been put in place in the city centre. Bristol Waste are now the market leader in the BS1 postcode with over 160 businesses served.



In the coming year the focus will be on improving our customer interface, through enhanced technology and expansion of our business development team, and maximising the benefits that the Avonmouth Phase 2 project will bring.

The team will be able to reach more customers, provide better information on the work we do for them and maximise waste inputs into our sites and the revenue that can be extracted from them.



Executive Summary

Workplace Services

Our vision for our Facilities Management (FM) business is to be the South West's preferred provider of facilities management services, achieved through offering value for money, a collaborative and flexible customer centric approach. In support of improved financial stewardship there will be a greater focus on internal control and good working practices.

We provide cleaning and security services to the BCC estate and its partners, our customer satisfaction is strong and colleagues are showing signs of much improved engagement and performance since transferring to BWC. A key focus for next year (within the first three months) will be to resolve the challenges in the existing BCC Integrated Workplace and Facilities Management Services (IWFM) contract. The BWC commitment to the Council was to deliver a contract which reduced in price from £6m (when BCC delivered the service) to £5.2m by year 4 of the contract. Key activities for early in the next financial year are:

- after this year's strong operational performance continue to enhance the operational efficiency and therefore Value for Money (VfM) offered - improving productivity of cleaners, reviewing working patterns, reducing sickness and agency dependency
- working with BCC to review contractual arrangements. The focus for 2023-24 will be to get the contract on to the right footing
- work with the Strategic Client to look at opportunities to deliver additional services in a way that allows risk to be mitigated and objectives delivered - for both parties. There are clearly opportunities for new services for BWC (which are aligned to our current FM portfolio) to undertake on behalf of BCC. There are a range of services that could be passported under Teckal arrangements ensuring all profits are retained in the BCC family
- grow commercial revenue - building on recent growth and NSI accreditation to actively pursue 35% growth in external revenue
- achieve cultural alignment so colleagues feel they are part of 'One BWC Culture'. The culture is currently fragmented between the two businesses (waste and FM). This impacts on colleague engagement and reduces the potential for value-creating collaboration

Finance & Governance

Our financial goal is to deliver solid financial stewardship and sustainability, whilst continuing to demonstrate the monetary benefits we provide to BCC as a best value provider of key local services.

In this challenging financial environment where costs are rising higher than our core income streams, our business plan aims to achieve a profit for the year ahead of £433k, by improving our commercial offer and delivering further efficiencies, becoming a leaner and more agile business. The margins across key elements of our business remain exceptionally low, our two BCC contracts are currently unprofitable and our financial plan takes account of the likely impact of recession on key parts of the business, such as the market for recyclables. Discussions will be needed early in the financial year to understand BCC requirements for 2024 and beyond. Current BCC financial pressures mean they are unable to increase our contracts inline with inflation, meaning current service levels are not sustainable. There are potential solutions that need discussion and agreement for implementation in 2024.

Our efficiencies will deliver an additional £3m for 2023-24 on top of the £3m already being delivered year on year. We are also improving corporate governance processes with enhanced audit and risk arrangements with independent Committee members.



We don't just deliver a financial benefit; we also deliver vital frontline services for the people of Bristol and provide significant economic, environmental and social value (approximately £40m per annum).

And finally

Navigating the ongoing external challenges hasn't been easy for our colleagues, and the senior team want to take this opportunity to publicly thank all of our colleagues for their hard work and dedication. We recognise that delivering on this plan will require enormous commitment from our team and we have every faith that we can deliver.

BWC Board

Section 1: our organisation



Business overview

Bristol Waste is a Teckal company, wholly owned by BCC. We visit every home and clean every street. We polish and protect the city's iconic buildings. Every day, we strive to make Bristol cleaner, safer, better. The company employs over 800 local people and is responsible for:

- collecting household waste and recycling
 - running the reuse and recycling centres
 - cleaning the streets
 - removing graffiti, fly-posting and fly-tip
 - picking up bulky waste
 - gritting the roads
 - engaging and educating the community
 - keeping some of our city's most iconic buildings clean and safe
- We also deliver non-Teckal services such as commercial waste and facilities management.

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 8,500 fly-tips
- clear 2,739 tonnes of litter since April 2022
- collect over 300,000 disposable cups for recycling
- reuse and divert 44,000 items from waste through our Reuse shop
- make 17.7 million scheduled collections
- provide cleaning and security services for 230 buildings
- provide waste and other services on a commercial basis to generate profit that is reinvested into the business

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

Objectives for 2023-24 (continued)

Are we safe and protecting the environment?

1. Health & Safety frontline staff communications – ensure it is embedded in everyday communications. We need to ensure our communications are simple, clear, effective and followed up accordingly and focused on root causes of the issues we face.

Goal = improved Health and Safety results and culture

2. Environmental compliance – ensure we prevent harm and protect the environment. Ensure our facilities and activities meet requirements and ensure we understand, measure and report the necessary data for governance, financial and legal purposes.

Goal = compliance

Are we delivering for our customers?

3. Deliver core operational performance to KPIs – delivering what we have agreed to do, consistently day in, day out.

Goal = client satisfaction

4. Effective delivery of the BCC agreed initiatives/ service changes – limit the impact of the cost efficiency changes on longer-term business sustainability.

Goal = client satisfaction, financial

5. Bottom-up review of routes, labour and fleet – detailed review of how we deliver more effectively in terms of quality, safety and value for money.

Goal = VfM, client satisfaction, less RTIs/non compliances

6. Maintain focus on minimising waste – keep the focus to deliver cost savings and revenue opportunities.

Goal = VfM, client satisfaction, improved environment

Are we looking after our people?

7. Support our frontline managers to better perform the basics – ensure our colleagues and their performance is managed effectively.

Goal = improved staff engagement, reduced sickness and absence

8. Maximise manpower planning – more productive and effective use of manpower resources. Specifically, the use of overtime, improved productivity, review of operational overheads and the implementation of a manpower planning system and process.

Goal = reduced overtime, reduced agency, better VFM

9. Recruitment: right people, right place, right time – ensure we remain competitive in the labour market and have a robust, effective and less reactionary process that utilises the best channels and builds a strong labour pipeline.

Goal = reduced vacancies and cost to recruit

10. Communicate well to our frontline colleagues – ensure we have an effective process in place that delivers the messages and information to our people and provides the appropriate feedback mechanisms.

Goal = improved engagement

11. Performance management – all staff have a set of agreed objectives that are balanced (financial, customer, people, safety/compliance), simple and measurable.

Goal = engagement, alignment/focus, measurable performance, accountability

Are we delivering to budget and our business plan?

12. Facilities Management – resolve the contract issues with BCC and ensure the resultant actions are implemented expediently.

Goal = Financial viability

13. Strong financial and operational delegations and controls – put in place an effective and robust process that is communicated and understood by those who it impacts.

Goal = improved financial outcomes

14. Risk management – ensure we have a thorough understanding and effective process in place to manage and mitigate risk.

Goal = clear risk register, effective controls and aligned assurance

15. Streamlining the business – ensuring the central (overhead) functions are appropriately resourced and effectively delivering the services the business requires.

Goal = financial, efficiency, effectiveness and ownership

16. Effective business stewardship – operating in an environment of constrained public funding, deliver a viable and sustainable business ensuring lean, agile and effective processes are aligned to business priorities.

Goal = financial, improved business performance

As and when the financial situation improves, Bristol Waste hopes to revisit which services can be reinstated and which growth activities can be reactivated.

Section 1: our organisation

Strategic goals 2023-24

Bristol Waste and the Strategic Client have agreed the below strategic goals for 2023-24. These will enable Bristol Waste to focus the delivery of our services by providing a strategic reference point.

Workplace Services strategic goals

- deliver excellent service, high performance, innovative solutions and great value Facilities Management services to BCC through close collaboration as a Facility Management partner
- embed a strong safety culture in all that we do, ensuring colleagues go home unharmed every day
- be open to expanding the Facilities Management portfolio where Bristol Waste can offer a cost effective, tailor made alternative solution
- actively participate in discussions with BCC as it considers future options for relevant services
- support BCC to understand impact on contract as it starts to reduce its future office footprint following covid and changes to working policies

Municipal waste strategic goals

- deliver value for money for the Council and city by seeking to deliver cost efficiencies that maintain, or limit impact to, core services
- embed a strong safety culture in all that we do, ensuring colleagues go home unharmed every day
- through collaborative working ensure service changes are effectively delivered achieving agreed outcomes
- maintain Bristol's leading position as the number one core city for recycling in England
- use behaviour change tactics to change residents' relationship with waste; embedding a citywide culture of personal responsibility to reduce and properly manage waste
- help the Council to develop an improved waste and resource strategy by reviewing options for innovative waste management solutions

Objectives for 2023-24

Bristol Waste, like many businesses impacted by the prevailing economic situation, has to make changes to its business model to ensure a sustainable future.

The financial challenges impacting us and our Shareholder has meant that we have had to reduce our aspirations on business transformation and growth and focus instead on ensuring we continue to deliver the basics in a way that is economically viable. We have agreed with the main client that we will have to reduce the service we provide to the city to meet the financial constraints placed upon us.

We have therefore set very clear, and challenging, objectives for the next year, focused on specific areas to deliver improvements and ensure we are fit for the future under the following themes.



Are we safe and protecting the environment?



Are we delivering for our customers?



Are we looking after our people?



Are we delivering to budget and our business plan?





Section 1: our organisation

Key performance indicators (KPI's)

We have developed some corporate Key Performance Indicators (KPIs) - see below. There is some 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 delivery and performance.

Are we safe and protecting the environment?

nsu	Corporate Measure	22/23 YTD	23/24 Proposed	Likely to miss	At Risk	On target
1	RIDDOR (based on no of incidents from 2023-24)					
1a	Waste Management	4	<4			
1b	Workplace Services	3	<2			
2	Road Traffic Incident Injuries (>7d lost & specific injury)					
2a	Waste Management	0	<3			
2b	Workplace Services	1	<1			
3	Lost time injury severity rate (YTD – 12 month rolling average)	0.45	0.215			
4	Lost time injury frequency rate (YTD – 12 month rolling average)	14.6	13.8			
5	Core SHEQ training completed (%)	92%	>92%			
6	Environmental CCS (Compliance Classification Scheme) Score - Operational	0	<3.2			
7	Enforcement Sanctions - DVSA Overloaded vehicle	0	0			

Are we delivering for our customers?

nsu	Corporate Measure	22/23 YTD	23/24 Proposed	Likely to miss	At Risk	On target
8	Percentage of acceptable clean streets across the city	96%	>95%			
9	External LEQ % fail (measured annually)		<6%			
10	% waste to landfill	2%	<2%			
11	Household recycling %	45%	46%			
13	Recycling - missed collections per 100,000 collections	85	<80			
14	Refuse - missed collections per 100,000 collections	44	<50			
15	% fly-tipping removed within 72 hrs.	89%	90%			
16	Graffiti Removal - mts removed each day	293m	230m			
17	QOL - % satisfied with the recycling service	73%	74%			
18	QOL - % satisfied with the general household waste service	74%	75%			
19	QOL - % who think street litter is a problem locally	82%	80%			
21	Workplace services - New KPI to be confirmed	New	TBD			
22	Workplace services - New KPI to be confirmed	New	TBD			
23	Workplace services - New KPI to be confirmed	New	TBD			
24	Workplace services - New KPI to be confirmed	New	TBD			



Section 1: our organisation

Key performance indicators (KPI's) (continued)

Are we looking after our people?

nsu	Corporate Measure	22/23 YTD	23/24 Proposed	Likely to miss	At Risk	On target
25	Employee turnover %	30.8%	<17%			
26	Overall absence (sickness & unplanned/ unauthorised absence)	6.26%	4%			
27	Gender pay gap (measured annually)	23.3%	27%			
28	Ethnicity pay gap (measured annually)	13.6%	15%			
29	Colleague engagement (New KPI)	New	TBD			
30	Training delivered in line with learning and development plans (New KPI)	New	TBD			

Are we delivering to budget?

nsu	Corporate Measure	22/23 YTD	23/24 Proposed	Likely to miss	At Risk	On target
31	Company-wide financial performance versus plan	(£40k)	£433k			
32	Living within our means - municipal waste financial performance versus plan	(£437k)	(£250k)			
33	Living within our means - BCC Core FM contract financial performance versus plan	(£99k)	(£70k)			
34	Living within our means - Commercial activities financial performance versus plan	£500k	£752k			
35	Cost of waste collection per household	£25.00	£26.75			
36	Cost of recycling per household	£47.80	£51.15			
37	Cost of street cleaning per capita	£24.51	£23.50			
38	Reduction of agency and overtime spend	£3.7m	>5%			
39	Reduction in cost of overheads as a proportion of turnover	3%	>3%			
40	% of payments to third parties within 30 days	91%	>91%			
41	% of debtors outstanding after 30 days	43%	<35%			
42	Economic, Environmental and Social value contribution to Bristol	£40m	£40m			
43	% of audit reviews with a reasonable (or equivalent) and above assurance scoring	New	>65%			



Section 1: our organisation

Section 1: our organisation



Key performance indicators (KPI's) - key business milestones (continued)

Milestones ○ Planned ● Completed on time ● Complete or forecast early ● Completed or forecast late	Owner	Target	Forecast	Trend	Summary															
					Total	Complete	On Time	Late												
					37	0	37	0	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Lean and agile organisation	22. Organisational design review	IO/CJ	June	June	✓			●												
	23. Implement cleaning productivity changes	DK	April	April	✓	●														
	24. Implement security review	DK	April	April	✓	●														
	25. Cash in transit arrangements	DK	April	April	✓	●														
	26. Review fleet efficiency	DK	Nov	Nov	✓							●								
	27. Sickness targeted reductions -1% per quarter	DK/CJ	June	June	✓			●			●			●			●			
	28. Reduce agency/overtime initiatives	DK/CJ	Sept	Sept	✓						●									
	29. Review fleet efficiency	DK	Oct	Oct	✓							●								
	30. Improved internal control, robust policies and transparent reporting	CH	July	July	✓				●											
	30.1. Transparent reporting	CH	May	May	✓		●													
	30.2. Introduce a range of updated policies	CH	Mar	Mar	✓												●			
	30.3. Internal control rolling implementation final change	CH	July	July	✓				●											
	31. Objectives in place for all and robust performance management	CJ	July	July	✓				●											
	32. Tailored and streamlined recruitment process	CJ	July	July	✓				●											
	33. Management team development plan	DK/CJ	Sept	Sept	✓						●									
	Growth	34. Develop Workplace Services growth plan	JE	June	June	✓			●											
		35. Commercial waste customer portal implemented	DK	-	-	✓														
35.1. Large accounts		DK	June	June	✓			●												
35.2. Small accounts		DK	Sept	Sept	✓						●									
36. Commercial waste review		DK	July	July	✓	●	●												
37. Develop and agree with BCC our longer term business and financial strategy	CH	Sept	Sept	✓						●										



Section 1: our organisation

Key strategic risks (continued)

Strategic objective	Principal Risk	Description	Mitigating Controls
People	Access to labour	Shortages of labour in key positions (e.g. drivers, cleaners) impacts on ability to deliver quality service	<ul style="list-style-type: none"> Recruitment strategy developed and approved including focus on Employee Value Proposition and streamlined and targeted recruitment processes. Improved manpower planning Productivity initiatives and optimisation of deployment
	Employee relations	Inflation levels and market conditions drive unaffordable pay expectations with potential risk of industrial action and impact to services	<ul style="list-style-type: none"> Proactive discussions and negotiations with Trade Unions Ensuring all colleagues receive open and transparent communication from management Review of service deliver to ensure we 'live within our means' Preparation of strike contingency plans
	Employee morale and wellbeing	Extreme financial and operating pressures increase expectation on key personnel driving low morale and/or high turnover	<ul style="list-style-type: none"> Review of organisational structure underway Process simplification Board & management prioritisation of key focus areas Clear and prioritised objectives being put in place for colleagues at all levels Working with BCC to reduce any activity that is non-core / non-value creating Health & wellbeing services in place and being actively promoted
Operational	Impact of financial pressure and market conditions on service delivery	The requirement to 'live within our means' and meet legal and fiduciary responsibilities drives decisions that have a material impact on service delivery	<ul style="list-style-type: none"> Full and detailed review of financial opportunities and operational efficiency undertaken Significant plans for efficiencies within BWC planned in areas not affecting core service delivery Working with BCC to determine service changes that deliver to mutual objectives
	Attitudes to waste	Significant resident behavioural change required does not occur (due to financial issues and or lack of decision making), impacting on the BWC and BCC ability to deliver strategic objectives and targets	<ul style="list-style-type: none"> Maintaining low cost high impact activity where possible within future business plan Working with BCC to prioritise and ensure key decisions are made Sourcing/deploying funding where possible to enable behavioural campaigns to continue
	Shareholder relations	Speed of democratic decision making from BCC mean that required service changes are not delivered impacting ability to deliver financial or environmental outcomes. Contracts not reflective of market conditions and/or Council commitments (e.g. living wage) impact on services delivered and maintained.	<ul style="list-style-type: none"> Working proactively with BCC to rectify contracts that are ambiguous, or require updates to scope or financial provision Partnership working transparent and collaborative to identify opportunities which enable both parties to manage extreme financial pressures
	Reputational damage for BCC and BWC due to impact of reduction in street cleaning and reduced opening hours at HRRCs	The substantial changes to delivery whilst ensuring we meet BCC funding may have a negative reaction from some citizens	<ul style="list-style-type: none"> BWC and BCC comms to work together to deliver a cohesive programme BWC to support BCC during consultation

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.

Strategic objective	Principal Risk	Description	Mitigating Controls
Run a safe and compliant operation	Health & Safety of colleagues, contractors and public	A Health & Safety incident occurs resulting in serious injury or death to an employee, contractor or customer	<ul style="list-style-type: none"> H&S Plan approved by Board and being implemented H&S Management System Visible leadership reviews and audits Training & Competence Plan Performance reporting to management, ARAC and Board Focus on frontline communication, understanding and root cause analysis
	Maintaining legal and regulatory compliance	Significant harm to individuals or assets, financial or legal consequences, potential cessation of all or part of operations	<ul style="list-style-type: none"> Compliance register in place and being further developed Related policies and procedure in place Policy review by Board and committees Clear objectives being put in place for all colleagues Colleague and Board training Performance reporting to management, ARAC and Board
	Operations do not deliver in line with environmental targets or regulations	Potential legal or financial penalties, impact on part or whole of operation. Reputational damage with community and Shareholder	<ul style="list-style-type: none"> Environmental Strategic Plan in development High level environmental policy in place, being developed further Environmental reporting to management, Board, client and regulator Compliance register in place
	Adequacy of internal controls	Systems of internal control need ongoing review and improvement - in addition change programmes and modernisation of work practices require further evolution in existing systems of control. Any delays to implementation of required improvements, or lack of adherence to new controls put in place, will impact business performance.	<ul style="list-style-type: none"> New policies, procedures and delegations being developed and implemented. Fraud Risk Assessment and fraud, breaches and irregularities reporting to ARAC on quarterly basis Integrated assurance reporting provided to ARAC (2nd and 3rd line) on regular basis Improved Internal Audit Programme
Deliver VfM and financial outcomes defined in business plan	Market & economic Conditions	External events such as COVID, Brexit and Ukraine war impact on Recyclate income (price & volume), Council budgets and cost (availability of labour and materials)	<ul style="list-style-type: none"> Constant monitoring of external events, with scenario modelling Close liaison and partnership working with BCC Proactive ongoing engagement with supply chain to monitor, identify and mitigate cost risk Focus on growth of revenue from external sources Reviewing productivity and deployment of labour
	High levels of inflation	Extreme inflationary pressure driving impact on financial stability and risk to employee relations	<ul style="list-style-type: none"> Review of contracts with suppliers and customers to ensure appropriate inflationary provisions Procurement review Granular cost saving & usage reviews at all levels within business
	BCC contracts	Misalignment between budget and cost/service specification in relation to BCC for 2024 and beyond, leading to significant financial risk	<ul style="list-style-type: none"> Early review of BCC requirements & budgets Close liaison with strategic client





Section 1: our organisation

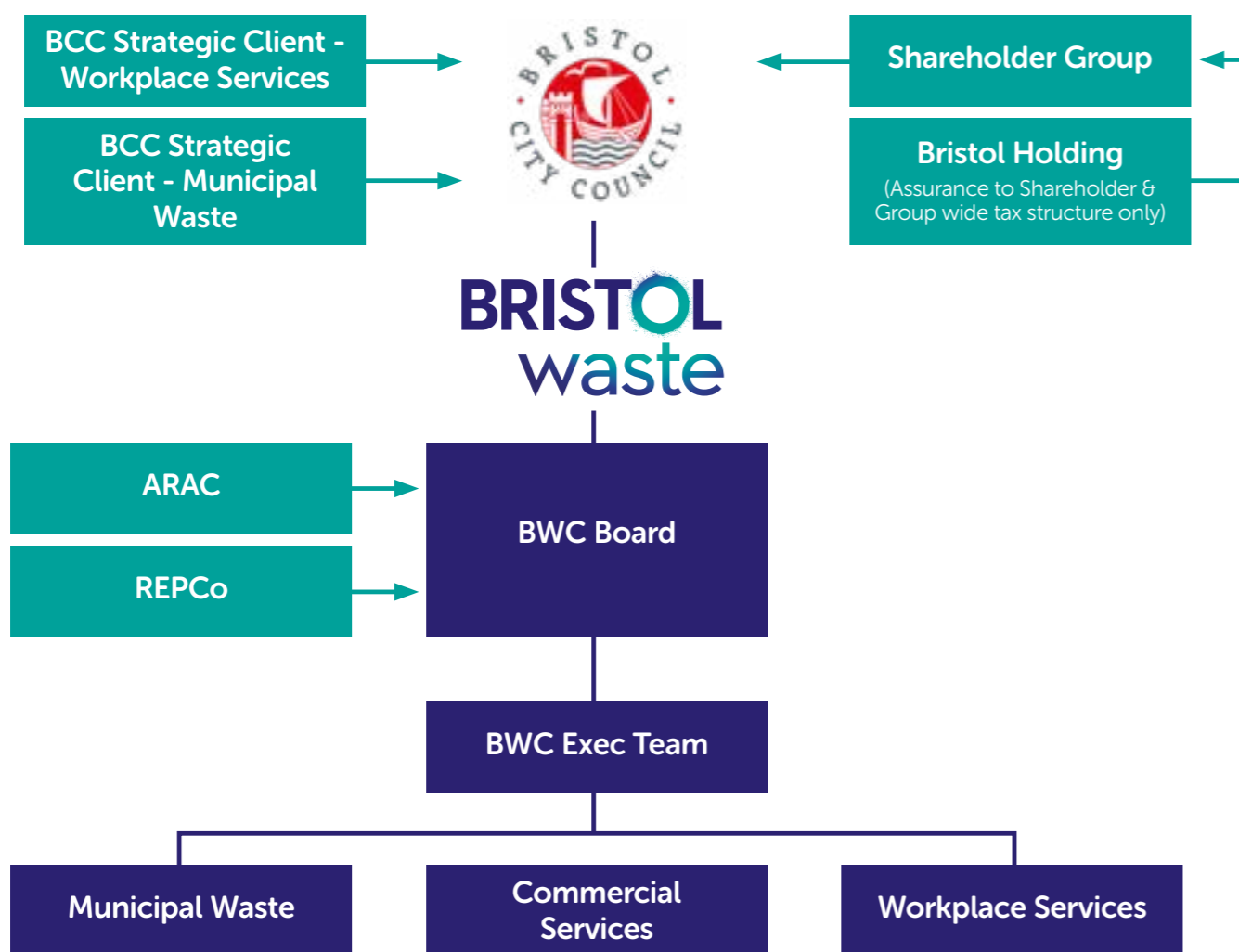
Our ownership and governance

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 Limited, Goram Homes Limited and Bristol Heat Network Limited.

Bristol Waste Company's governance continues to be strengthened with the introduction of a refreshed Board and Executive Team and the creation of an Audit, Risk and Assurance Committee (ARAC) and Remuneration, EDI & People Committee (REPCo) in 2022. We have also bolstered our governance reporting to the Board and Council and formalised our relationship with the waste and facilities management Strategic Client with the introduction of terms of reference for our ways of working together.



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 Council and people of Bristol.



Section 1: our organisation

Our ownership and governance (continued)

BCC – is our ultimate Shareholder of Bristol Waste Company. Each year we submit our business plan to Cabinet and Full Council for approval and when required take policy decisions via the Council's decision pathway.

Shareholder Group – this is the Council's formal Board that reviews business priorities, reviews performance, and undertakes assurance of all its companies. It approves business plans before submission to Cabinet and Full Council.

Bristol Holding Company – is the umbrella company that all directly owned businesses feed in to. It provides assurance to BCC's Shareholder Group on company health and progress against business plans. It also manages the group-wide tax structure. Discussions on its future and role are ongoing.

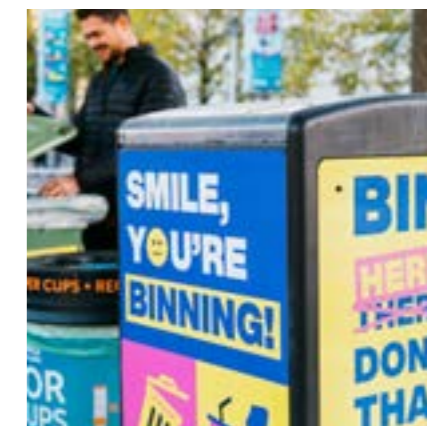
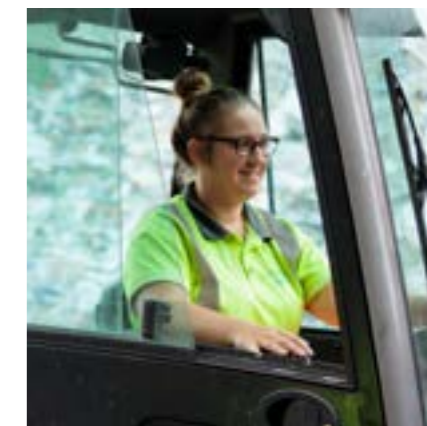
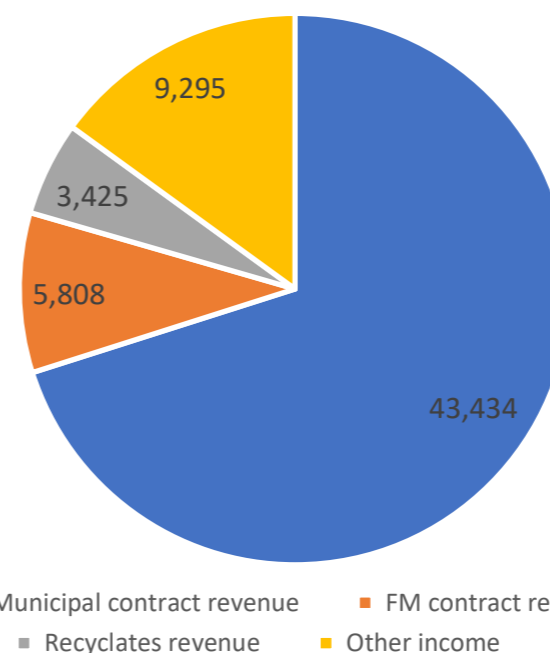
Strategic Client – is our commissioning client link to BCC as our main customer via our municipal waste contract and workplace services contract (security and cleaning services). The Strategic Client is made up of senior directors at the Council and the senior contract managers. We work together to tackle issues and to ensure we keep strategically aligned to what our Shareholder wants. The Strategic Client will take policy decisions to Cabinet/ Full Council for approval.

Bristol Waste Company – delivers Teckal and Non-Teckal services and has three divisions: municipal waste, commercial services and workplace services.

The **Board** sets the strategic direction for the business and is made up of Non-Executive and Executive Directors. It provides challenge, strategy, scrutiny, and assurance.

We provide our own company assurance via; the **Bristol Waste Board**; **Remuneration, EDI and People Committee (REPCo)**; and **Audit & Risk Assurance Committee (ARAC)**. REPCo and ARAC are Board committees and are advisory. They review areas in detail and make recommendations to the Board.

Bristol Waste core revenue 2023-24



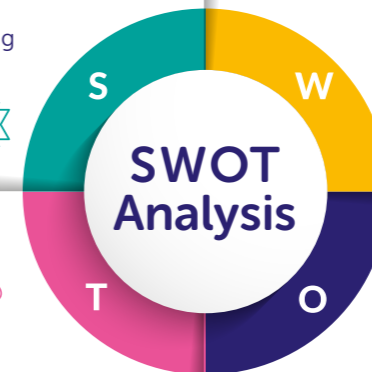


Section 1: our organisation

SWOT

- Leading English core city for recycling
- "Bristol brand" - Bristol company with 90% of staff from Bristol.
- Local base with local knowledge with all surpluses being reinvested for the benefit of the city
- Partnership with BCC Strategic Client stronger - open and transparent relationship with common focus
- Non teckal business continues to grow profitably
- Quality of our recycle materials and UK based processing network is good
- Started journey to move towards providing agile, efficient operations to improve service delivery
- Investment in state-of-the-art fleet and plant equipped with smart technology
- Award winning Innovations, Communications & Reuse teams
- High levels of satisfaction from BCC FM services implemented successfully
- Hartcliffe Way HRRC successfully opened and "Village" approach implemented delivering improved standards
- Avonmouth Phase 2 implementation process underway
- Clear goals for 2023-24 that focus on core areas and delivering within our means
- Continued strong progress to achieving zero waste to landfill by 2025
- Increasing pressure on costs
- BCC financial challenges
- Low levels of enforcement across the city
- Single point of failure for Albert Road baler facilities
- Management capacity
- Reductions in resources will impact service delivery
- New executive team facing unprecedented economic times

Strengths



Weakness



Threats



Opportunities



- Longer term economic and societal impacts of economic situation
- Local Authority impacts of economic situation
- Scarcity and competition for staff, particularly drivers
- Supply chain costs
- Recyclate market volatility - market forecast is substantially reducing income
- Increasing competition in the marketplace
- Further and additional local and national legislation and regulation such as consistency of collections, POPs, DRS and EPR for waste
- Public reaction to reduced street cleaning and increased charges
- 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
- After successful implementation of the "Village" approach in 2022 reversing the improvements to street cleanliness
- Community attitude to waste, cleanliness and recycling
- Implementation of range of reduced services for BCC to meet the budget available
- Industrial action as pay deal aspirations cannot be met particularly at a time of nationwide industrial disputes
- Increasing (national) labour force appetite for industrial action
- Build on the BCC relationship with the Strategic Client and ensure other areas of BCC are aligned
- Delivery of 'Waking Watch'
- Future implementation of 3 weekly refuse collection would lead to behaviour change with residents on recycling and waste
- Play a leadership role in waste, cleanliness and recycling for visibly cleaner streets and to meet city environmental targets (recognising the years constraints)
- Commercial (Non-Teckal) growth for integrated waste services and FM services
- Investment in new systems, technology and processes to improve integration and efficiency reduced for next financial year but should still support change
- Growing reuse material streams and market demand
- Build on the success of Students on the Move to further improve move in/out
- DRS and EPR to support service improvements for residents
- Further role out of BCC commercial bin guidelines as part of "no bins on streets" project
- Build on our H&S culture and reduce accidents.

Section 1: our organisation

External environment

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

PESTEL

Political	Economic	Social
<ul style="list-style-type: none"> • Increasing levels of industrial unrest • Environmental and zero carbon priorities growing in importance post COP 27 • Local authority funding under significant pressure from the economic climate • Local elections in 2024 and general election in January 2025 • Change to the committee system in BCC in 2024 	<ul style="list-style-type: none"> • High inflation and increasing cost of borrowing • High employment levels with skill shortages • Higher wages, rising energy prices and supply chain constraints likely • Increasing pressure on funding for local services • Protracted restructuring of UK economy and impact of global events such as Ukraine war • Reduction in availability of migrant workers 	<ul style="list-style-type: none"> • Societal changes and worker expectations such as flexible/home working post pandemic • Increase in citizen's demanding change (equality and environmental) • Immense pressure on citizens income due to inflation etc. • 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
Technology	Environment	Legal
<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 	<ul style="list-style-type: none"> • Climate and ecological emergency now mainstream - Bristol has implemented CAZ zone • Rising levels of concern and engagement across society and governments • Increasing public awareness of recycling, plastic pollution and eco-friendly products - although the rhetoric does not always equal what people actually do • Ambitious local, national and global climate targets have been set (e.g. net zero carbon) • Ongoing transition from fossil fuel (transport, home/office heating) 	<ul style="list-style-type: none"> • Approval of the Environmental Act in Nov 2021 will lead to new legislative changes in 2023 • Awaiting DEFRA outcome on consistency of collections, EPR and DRS consultations • Increasing focus on worker rights, potential legislation to reduce impact of industrial action • UK centric legislation replacing historic EU legislation • Continued need to manage data protection • Increasing use of environmental legislation to influence behaviour





Section 1: our organisation

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 – especially as we are facing a tough economic environment. We won't be able to deliver alone. 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 have big longer term ambitions to make Bristol one of the best performing cities worldwide on-street cleanliness, waste and recycling. This year we are unlikely to make the in-roads we want as we focus on delivering the basics.

BCC are integral to our success. 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.

Case study: IT reuse

In partnership with BCC, we're helping close the digital divide in Bristol. The Digital Inclusion Scheme supports the Bristol community who are without digital devices, internet access or basic IT skills. By collecting and redistributing unwanted IT equipment from businesses and recycling centres and redistributing to those in need we are contributing towards eliminating inequalities in the city.

Residents that do not have a computer or the internet may struggle to access employment opportunities, education and contact friends and family.

Since the Digital Inclusion Scheme started in 2021, we have delivered;

- 1,555 laptops to families, students and elderly
- 50 computers to schools
- 67 computers to charities

We delivered ten desktop computers to a local school to replace 20-year-old equipment. Many students at this school did not have a computer at home. Our replacement computers were a significant step in supporting education within the Bristol community.



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 ambitious 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. Significant service changes would need to be agreed by the Council to make a step change towards meeting these targets. Reviewing waste collection frequency for example would not only help us to meet our financial pressures but would be the biggest single thing we could do to push our recycling rates up and residual waste tonnage down.

We are also supporting the city to transition to a circular economy with a particular focus on reuse and repair.

Case study: Hartcliffe Way HRRC opening

We opened a brand-new reuse and recycling centre on Hartcliffe Way to the public on 21 June 2022, with Mayor Marvin Rees and actor Joe Sims attending.

The state-of-the-art site offers a huge range of recycling solutions, with covered unloading areas, our largest ever reuse shop and (as a Bristol first) pedestrian and bike access. Residents can also make use of free bike trailer loans to gain car-free access to the site with larger items. Towards the end of 2022, the site was welcoming around 6.7k visitors each month and the Reuse Shop on site has rehomed more than 6K pre-loved items.

Since the opening, the Mayor has returned as a citizen to our Hartcliffe Way HRRC, having a positive experience of the new booking system and site visit. He made specific reference to how welcoming and supportive the staff at the centres are - saying his visit to the centres were "faultless".

One City Environmental Targets for 2025



*Tentative figures - DEFRA figures to be released in the coming months



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 delivery 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](#).





Section 1: our organisation

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 through an innovative local authority trading company model.

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

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.

Economic, environmental and social value

As a BCC owned company, creating positive economic, environmental and social benefit is at the heart of what we do. In 2023-24 we expect to deliver more than £40m of social value to Bristol, with 90% of our workforce being residents of Bristol, our key local supply chain being local and our environmental and social initiatives.

We want to meet the highest standards of social and environmental performance, public transparency and to build a more inclusive and sustainable economy.

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

Case study: Booking system

To reduce queues at the recycling centres and improve residents' experience BWC and BCC worked together to introduce an online booking system. As with lots of big changes, we anticipated some pushback from the public. Therefore, the launch was announced as early as possible to allow residents to air their frustrations and get to grips with the upcoming changes ahead of the roll out.

The booking system launch went smoothly. We communicated the changes through multiple channels and staff at the HRRCs had cards with details of the changes to support them in conversations with the public.

A survey of 1574 people that booked using the new system found:

- over 99% were satisfied with their visit
- 97% said the booking system was easy
- over 99% found the staff helpful

A continual theme of the feedback has been the helpfulness and friendliness of our HRRC staff:

"I booked a slot at days road recycling centre yesterday and went today. The man at the gate was helpful and quickly let us enter and within ten minutes we were leaving. Excellent idea much better than odds and even plates. Ten out of ten."

Local Resident, June 2022

Section 1: our organisation

BCC priorities

BCC's corporate strategy 2022-2027 outlines five principles that influence everything they do:

BCC corporate strategy principles				
Development and delivery 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.	Equality and inclusion 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.	Resilience 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.	Environmental Sustainability 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.	World class employment 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 real Living Wage as standard.

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.

The BCC corporate strategy also identifies key themes:

BCC 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 into.	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.	Effective development organisation From city government to city governance - creating a focused 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**.

We also take our role as an employer of local people seriously and want to ensure our people stay healthier and happier during their careers with us. Like the business, our colleagues are contending with increased cost of living (food, fuel, energy, mortgages and rent) and the impact to their wellbeing. We strive to be an employer of choice - from paying the real Living Wage to supporting colleagues health via our Bupa scheme, confidential employee hotline and mental health first aiders. In 2022 we also introduced a series of initiatives to support with debt and financial management. In 2023-24 colleague health and wellbeing will remain a key strand of our work.





Section 2: delivering transformation

Examples of transformation achievements in 2022-23

- introduced the “Village” approach – our new street cleansing methodology that increased cleanliness standards
- opened a new Household Reuse and Recycling Centre (HRRC) at Hartcliffe Way and introduced an online booking system across all HRRCs
- successfully improved the street scene over the student move out period, working in partnership with the universities and the Council
- improved colleague communication within our Bristol Workplace Services division as part of the transfer from the Council
- strengthened company governance via a refreshed Board and executive team, improved reporting and introduction of Audit, Risk and Assurance Committee (ARAC) and Remuneration, EDI and People Committee (REPCo)
- launched our new Equality, Diversity and Inclusion Strategy and Colleague Led Groups
- significant focus on key people areas, including introduction of a new performance appraisal process, reviewing manager and supervisor roles to ensure able to deliver, improved our absence and sickness rates and focused on core training across all business areas
- changed how graffiti pump crews operate, increasing how many sq meters of graffiti are cleansed each month
- improved recycling across Bristol’s flats by introducing mini recycling centres to 158 blocks
- been recognised as a good corporate citizen for our leading reuse and circular economy work

Summary

The 2022-23 business plan for the year set some challenging transformation objectives that required changes to the way we work and what we deliver to customers. In the last 12 months we have achieved significant milestones, improvements in service performance and marked the start of changes to areas of the business in need of modernisation under the banner of “Project Operational Excellence” - delivering over 70% of our “top 25” planned milestones.

2023-24 will be a year of bedding in our new strategies, ways of working and service changes across the business. As we have to “live within our means” it will have an impact on our ability to deliver more on our transformation programme, some areas will need to be held for the following financial year. We will be laser focused on continuing to deliver value for money, building on the £12m of efficiencies already delivered since our creation in 2015.

Like every business, the emerging economic pressures means we are having to focus on “living within our means” and this year are fixed on balancing savings with protecting our core services that are so vital to the city to ensure we are fit for the future. We know this year will be extremely challenging and will strive to deliver, as shown over the last 12 months.



As we move forward, we are focused on building a business that:

- protects core services as far as possible
- delivers value for money to the taxpayer, making short term adjustments to our delivery to meet financial targets without causing longer term damage to the business
- still keeps a long-term view, responding to the changing needs of the city and the Council as our Shareholder and core client
- is a good place to work, putting colleague safety and wellbeing at the heart of all we do

Section 2: delivering transformation



As such, we have agreed some overarching transformation aims focused on delivery, finances, and governance:

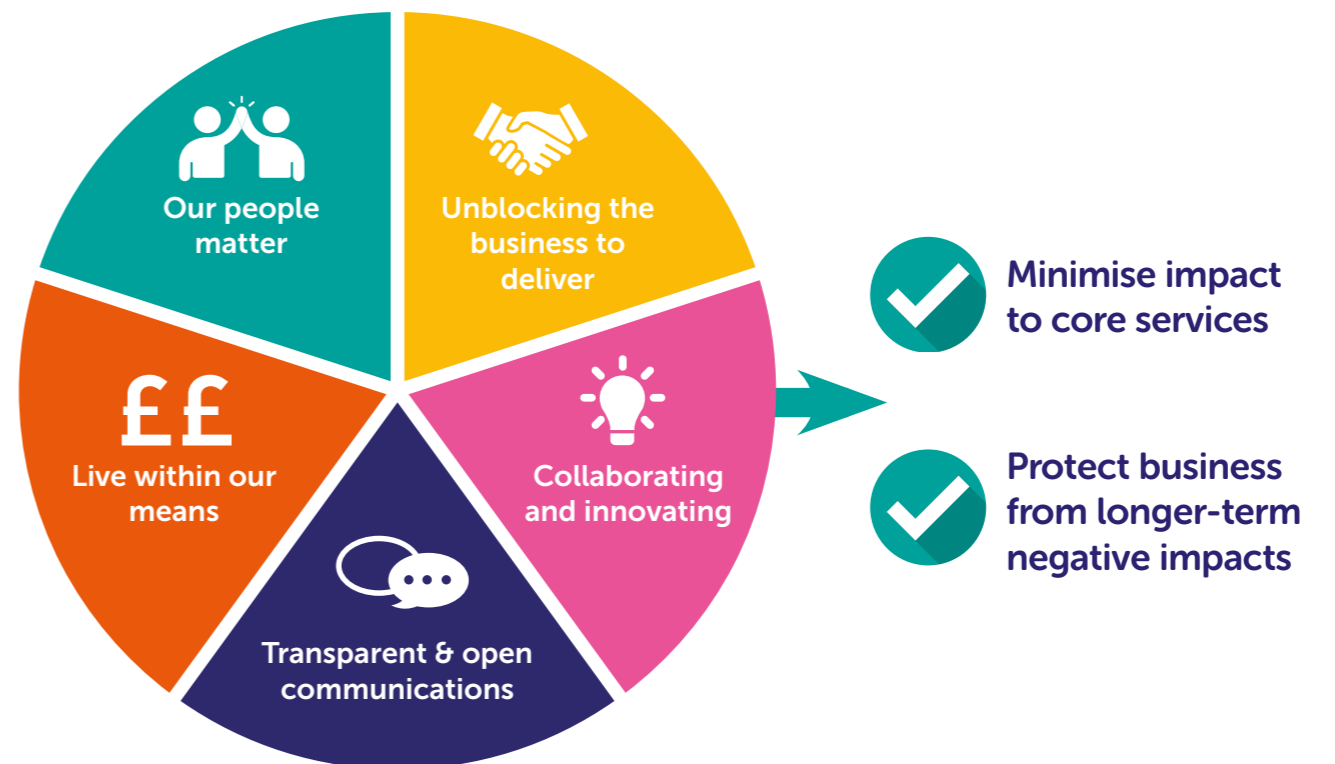
- leave no stone unturned to deliver value for money for Bristol citizens, whilst maintaining our waste sector leadership amongst the core cities
- transform our facilities management offer into a sustainable business
- unblock the business by modernising our systems and processes to become a more agile, dynamic, and high performing organisation
- further strengthen our governance to preserve stakeholder confidence and provide the foundations for high performance in challenging times
- improve the culture and strengthen the relationship with the Council as our Strategic Client – consolidating the waste and facilities management strategic functions under one partnership Board

Fit for the future

To ensure we can meet the challenges we are facing we are focused on the long-term goal of transforming the business through a series of themes:

- 1. living within our means** - balancing the books whilst protecting core services and minimising longer-term damage to the business, giving our leaders the ability to dynamically manage their budgets
- 2. focus on our teams** - our people and their safety and wellbeing matter
- 3. unblocking the business** - ultimately leading to agile, dynamic and high performing service delivery
- 4. collaborating and innovating** - to protect and improve our core business
- 5. transparent and open communication** - working with our colleagues, customers, partners, and communities to deliver for Bristol

Focusing on getting this right will ensure we remain a safe and legal business that can protect core city services this year without causing longer term business pressures.





Section 2: delivering transformation

2024 and beyond

There are significant changes and milestones on the horizon for the city, Council, Bristol Waste Company and the wider waste sector; including for us the end of the current contract in August 2026, the need to move out of our Albert Road facility to accommodate the Temple Gateway regeneration project and significant legislation changes for the industry.

With the current financial constraints we must now agree a longer term strategy for the company, that will enable us to respond to change and deliver the capital investment that will improve our services, support delivery of One City aims, deliver efficiencies and help ensure future growth and financial sustainability.

The Council also has ambition to set out its strategy for waste in Bristol – given the external context it is now operating in and the continued growth of the city this needs to be a priority.



We will work with the Strategic Client in 2023-24 to support this work.

Unblocking the Business

We have undertaken process deep dives and have identified the following business improvement priorities for 2023-24:

- migrate payroll to monthly and increase accuracy and speed of payroll system and processes
- improve end to end income generation processes to maximise income from waste services
- review HR starters and leavers process to improve colleague experience
- introduce more IT self-service to make things quicker and easier for colleagues
- automate and integrate IT systems and data to improve efficiency
- data performance improvements leading to a corporate dashboard showing target, actual, gap and trend



Section 2: delivering transformation

Our change approach

As part of our governance improvements in 2022-23 we introduced more robust project management governance, introducing 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 have formalised project management processes to ensure quality and assurance around delivery - speeding up approval at key stages. We have developed a suite of project document templates to support colleagues to easily implement changes and deliver projects within the business.

There is appetite from our management team for continuous improvement, engagement with our Business Improvement Partner is giving managers the tools and confidence to move forward with improvement initiatives.

In 2023-24 we will continue to develop our project management approach and foster 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.



2022-23 saw significant changes made to the leadership team with minimal impact to business, marking the start of a significant period of evolution and change to the culture and focus of the business.





Section 3: safety, health, environment & quality



'Think safe, work safe, home safe.'

Summary

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

Safety, Health, Environment and Quality (SHEQ) are core to our strategy and way of working. As the organisation evolves, we will continue to focus on ensuring safe working practices are embedded across the business, to protect our colleagues, residents, and the environment. It has been a mixed year for safety performance and the Board remains concerned that significant work is needed to further develop the safety culture and focus of the business.

Health and safety remained our central focus in 2022-23, whilst not all targets have been met there have been some significant achievements. We have successfully managed risk during change by ensuring safety and the protection of the environment, including:

- the successful opening of the new Hartcliffe Way Household Recycling & Refuse Centre
- planning and preparation works of Avonmouth Phase 2 development
- the relocation and restructuring of our whole street cleansing operations across ten new sites and six "Village" cleansing areas

These major business changes were achieved without accident, with the correct environmental permissions, welfare provided, fire incident control and traffic management controls in place - as well as covering the operational needs of lone working, chemical usage, fuelling, supervisions and safe equipment.

This work has been recognised externally with Environment Agency inspections at each core site showing they are satisfied with our performance and compliance.

Embedding health and safety into our culture has been broader than these projects, we have introduced our "Think Safe" approach to our business control process to ensure safety is part of day-to-day planning, engagement, learnings and operations.

We have focused on accident prevention, performing deep dives into our events and data to identify common causes and setting up working groups to address these issues. The first group has successfully reviewed road traffic incidents and introduced measures on reversing safely (see the reversing safely programme case study page 41 for further details). Further work continues on manual handling and muscular skeletal impacts on our colleagues. To support accident management we have introduce a new reporting tool and provided investigation training to improve root cause and learnings.

Post-accident management has also been a focus with a new approach that has reduced complaints and frustration from the public, as well as insurance costs for damage resulting from our incidents.

Key achievements 2022-23

- Increased H&S Committee members, engaged with the H&S plan and working groups
- Installed fire protection for Albert Road with investment in a fire cannon with AI video detection
- Achieved ISO41001 certification in facilities management
- Extended our first line of defence inspection program to all areas of the business
- Invested in our lone workers with devices for workplace service, street cleansing and community engagement colleagues
- Ensured core health & safety training for frontline colleagues
- Street cleansing moved to "Village" approach – ensured health, safety and welfare across all sites
- Introduced monitoring on driving styles and speed controls
- Achieved National Security Inspectorate silver award
- Invested in radio linked headset for noise zones
- Driver training and coaching delivered on new and existing vehicles
- Overhauled our driver assessments program and produced driver handbook
- Introduced EcoOnline for accident and incident management
- Invested in new summer PPE gloves
- Introduced licence bureau and vision for driving licence and drivers hours compliance
- ROSPA accident investigation training for supervisors and managers delivered
- Improved workshop safety with barriers, layout, replacement pneumatic tool and aerosols

Section 3: safety, health, environment & quality

Safety communication has continued with an internal monthly focus topic and workforce engagement utilising our H&S committee, whose membership has increased as the company has grown. External campaigns to raise awareness on battery safety in waste, sharing our footage of baler fires, has had huge national coverage and a positive response. We are preparing external communications on driving safely by collection vehicles following a number of past accidents where the public have struck our colleagues.

We have invested in competence for our frontline as well as our supervision and management colleagues. We have invested in a driver trainer, in IOSH and ROSPA training for risk, monitoring, and investigation. In addition, our leaders are focused on providing visible health and safety conversations across the business.

Our compliance work continues covering environment permits and permission and extending our externally audited standards - achieving ISO41001 for facilities management and NSI silver standard in security, whilst maintaining no non-conformances in the existing standards.

We have focused on timely close out of non-conformance and near misses in both areas of the business - seeing a large improvement in this KPI. Our working groups are operating covering new guidance, contractor safety, homeworking, muscular skeletal, and occupational lung disease.

The issue of violence and aggression (V&A) towards our colleagues continues, we have supported HSE and Manchester University in their studies on this topic, produced a V&A strategy to understand and manage incidents, and engaged with the police to support issues. In addition, this year we have invested in CCTV at Albert Road, Avonmouth, Hartcliffe, and Days Road, provided body cameras to household reuse and recycling centre and security staff – and invested in 24/7 monitored lone worker devices for security, cleaners, street cleansers and community engagement colleagues.

However, despite all these actions and improvements we have not seen improvement in all our safety measures. We have achieved our objectives in key areas such as reducing road traffic and property damage incidents however we have failed to meet targets for RIDDOR reportable and lost time accidents and the corresponding working days lost from the business. This does point to significant further work needed across the business and has helped us shape our objectives for the next financial year.



Case study: Baler fires

Incorrectly binned batteries and cannisters caused seven fires in Bristol Waste's St Philips transfer station in the first half of 2022.

As well as being a danger to staff, facilities and equipment, this was also a risk for the environment and posed a serious contamination problem. To coincide with International E-waste Day, we shared a CCTV video of one of these fires breaking out at Albert Road.

We aimed to raise awareness of the danger caused by incorrectly binned batteries, celebrate the quick thinking of our transfer station staff and tell residents to always place their batteries in a clear plastic bag in their black recycling box.

The video gained national attention, sparking conversations around the hardworking Bristol Waste teams and encouraging residents to think about concealed batteries in their refuse and recycling.

See the video [here](#)





Section 3: safety, health, environment & quality

The SHEQ action plan outlines how we will deliver against our safety and environmental objectives for 2023-24 as outlined in Section 1: our organisation:

Overarching goal

Embed a strong safety culture in all that we do, ensuring colleagues go home unharmed every day.

Strategic objectives: Are we safe and protecting the environment?

1. Health & Safety front line staff communications – ensure it is embedded in everyday communications. We need to ensure our communications are simple, clear, effective, and followed up accordingly and focused on root causes of the issues we face

Goal = improved Health & Safety results and culture

2. Environmental compliance – ensure we prevent harm and protect the environment. Ensure our facilities and activities, meet requirements and ensure we understand, measure and report the necessary data for governance, financial and legal purposes

Goal = compliance

As has been highlighted throughout this business plan we have to focus on the basics to ensure we live within our means in 2023-24. Therefore, a careful prioritisation exercise has been undertaken to ensure we target safety activities at the area that will make the biggest difference to our colleagues going home safely everyday.

Some activities will be delivered in future years, and not in 2023-24:

- the introduction of Safe Champions amongst frontline colleagues
- investment in loading shovel pedestrian safety equipment will be delayed to a trial in 2023-24 and business case for 2024-25
- climate survey of colleagues to monitor safety climate and provide baseline for cultural improvement
- welfare facility improvement to refresh facilities and incorporate EDI aspects for example transgender facilities
- BCC's One City environmental targets for waste and recycling in 2025 require significant behaviour change by the public and adaptation to the city's waste and recycling service. The ambition to achieve these will be part of the ongoing work with the Council
- carbon mapping of Scope 3 categories won't happen this year, and we have postponed investment in scope 1 and 2 reductions until later in 2023-24

In line with 'One City' aspirations and our aspirations to integrate the UN Sustainable Development Goals (SDGs) throughout our ambitions, Bristol Waste over the life of this business plan will start to 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 UN SDG Ambition Accelerator programme and will be embarking on a journey to assess current performance, identify risk areas, discover new opportunities across business units and functions and take business action towards achieving the SDGs. Bristol Waste is working to develop a plan to reduce carbon emissions and declaring a 2030 Net Zero ambition. Bristol Waste will work with the Council to develop a Carbon Action Plan.



Section 3: safety, health, environment & quality



Case study: Reversing safely programme

A review and refresh of our reversing training programme has driven a reduction in related incidents.

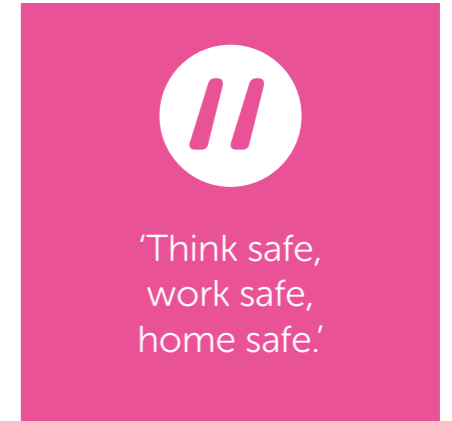
Our H&S committee members helped conduct a review of our operational methods and were able to identify areas of improvement. The training programme was refined and more visual elements were added for accessibility and clarity.

The practical assessment was updated to include more exceptional scenarios and those running the assessments were tested on their training delivery and ability to carry out assessments.

We then implemented refresher training for operational colleagues, reviewed route risk assessments and difficult access areas and set clear expectations to drivers and crew in regards to reversing safety.

The result of these changes, implemented in spring 2022 was a significant reduction in reversing incidents:

- 2021 Refuse, Recycling and Ancillary 50 incident due to reversing
- 2022 (YTD Oct) Refuse, Recycling and Ancillary 26 incidents due to reversing. Only three in Q2 (Jul-Sept)





Section 3: safety, health, environment & quality

Action Plan 2023 - 24




SHEQ	
Aim 1: embed a strong health & safety culture 	
What Ensure that health and safety is an integral part of the business and change/improvement process.	Why To promote health and safe behaviour to reduce risk and accidents
Embed a just and fair culture: • embed principles • improve through investigation, root cause and effective actions	To build trust with front line colleagues and a strong safety culture
Ensure we have visible leaders and strong Health & Safety leadership	Front line colleagues see we take safety seriously at all levels of the company
Communicate effectively, simplifying our messages and ensuring they are reaching all colleagues	Improved Health & Safety results and culture
Strengthen behavioural based safety by introducing "Life Saving behaviours"	A back-to-basics campaign focused on those behaviours which will protect life to ensure our peoples safety
Key deliverables	
What	When
• Align people policies and procedure to just and fair approach	• Q1 - Q2
• Develop training on just and fair culture for key support and management functions (People, SHEQ, Operations)	• Ongoing
• Investigations to provide valuable root causes and actions to improve processes and behaviour in just manner	• Ongoing
• Visible Leadership Conversation program to cover frontline operations	• Ongoing
• Simplify language, media and imagery in communication	• Ongoing
• Assess Life Saving behaviours and map common near misses with Behavioural Safety methods	• Ongoing (monthly program)

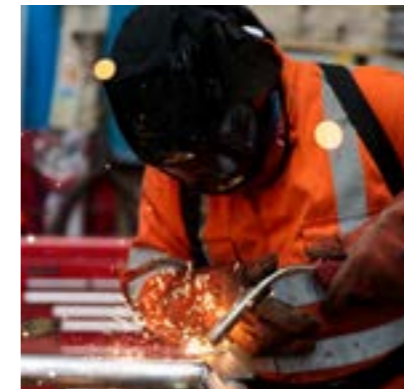


A just and fair culture functions with the principle that mistakes will be investigated to understand why they occurred and how the system may be improved rather than a sole focus on the behaviour of the person(s) directly involved, giving a consistent fair process to build trust and a strong safety culture.



Section 3: safety, health, environment & quality

SHEQ	
Aim 2: change and grow safely and sustainably   	
What Ensure compliance with legislation and guidance, learning from best practice and experience and incorporate robust risk management in change processes	Why To ensure compliance and reduce the risk of harm
Ensure robust change governance in Change Management process and corporate risk review	To change safely and sustainably
SHEQ compliance and support for growth and change process – even more important as we streamline to "live within our means"	To change safely and sustainably
Key deliverables	
What	When
• Develop change process to:	
- stage gates for change management to cover concept, design, delivery and review	• Q1 and delivery ongoing
- link change management with corporate risk review	• Q2
• SHEQ resource and support for change projects:	• Ongoing
- Avonmouth Phase 2 development	
- relocation from Brunel lock	
- streamlining the business, for example a reduction in street cleansing	
- service changes	
- new business and equipment	
- new legislation and guidance	





Section 3: safety, health, environment & quality

SHEQ

Aim 3: focus on the health, wellbeing & welfare of colleagues



What	Why
Promote mental and physical health and resilience	To maintain a healthy and resilient workforce
Work with HR colleagues and the TU Attendance and Wellbeing group to: <ul style="list-style-type: none"> • promote mental health and resilience • maintain hygiene to reduce risk of transferable disease • focus on muscular skeletal absences • reduce sickness levels 	Reduce sickness and absence levels
Understand and protect colleagues from violence and aggression - encouraging reporting and focusing on emergency measures	To keep our people safe

Key deliverables

What	When
• Support the working group to monitor and steer health, wellbeing and welfare issues arrangement	• Ongoing
• Update policies and procedures on work related stress	• Q1
• Maintain hygiene arrangement levels introduced under COVID-19 and monitor compliance	• Ongoing
• Support working group on manual handling to reduce muscular skeletal absences as well as introducing and monitor a proactive KPI on intervention	• Q1 and ongoing
• Introduce proactive near miss or concern reporting KPI for violence and aggression to address under reporting and understand issues	• Q1 and ongoing
• Ensure lone working and incident controls are in place	• Ongoing

SHEQ

Aim 4: learn from and implement best practice



What	Why
Utilise best practice and incident learning to improve our activities	To reduce the risk of harm, promote compliance and use best available techniques
Continue to improve workplace transport controls for vehicle and pedestrian safety at our sites	To ensure vehicle and pedestrian safety at our sites
Utilise Waste Industry Safety and Health (WISH) forum guidance for the waste industry	To implement best practice
Manage mobile and static workshop standards	To keep our workshops safe
Utilise best practice on security safety and compliance	To keep our security colleagues safe and compliant

Key deliverables

What	When
• Review each sites workplace transport risk assessment, with a focus on segregation and reducing blind spots	• Ongoing program
• Continue trials of safety equipment on mobile plant	• Q1-Q2
• Through monitoring and audit review compliance with WISH forum waste industry guidance	• Ongoing
• Partner with the fleet team to improve workshop standards in mobile and static operations	• In-line with team plan operations
• Promote safety and security best practice in assignment instructions	• Ongoing program



Section 3: safety, health, environment & quality

SHEQ

Aim 5: develop our competence and learnings



What	Why
Continuously improve competency across the business	To ensure our workforce have the skills, knowledge, attitude, training and experience to perform their roles to the best of their abilities
Introduce competency-led learning to safe systems of work	To ensure comprehension
Introduce learning programs on life saving behaviours and improve induction and technical training	To support colleague learning with focus on the basics
Review media for learning and communication to improve consistent messaging	Improve communications to front line colleagues
Improve training record management	To be able to monitor competence and compliance
Ensure adequate legal and technical support can be maintained within the SHEQ team	So SHEQ can support business to ensure safety

Key deliverables

What	When
• As safety systems of work are reviewed identify key competences required through the safety working procedures or toolbox talks and ensure there are questions to monitor understanding	• Ongoing
• Trial alternative media for toolbox talk materials	• Q1
• Support learning and development (L&D) in improving training record management and in achieving effective induction and technical training for core health & safety competences, while embedding safety behaviour expectations	• Ongoing
• Promoting Health & Safety leadership skills	• Ongoing
• Provide the SHEQ team with continuous professional development	• Ongoing





Section 3: safety, health, environment & quality

SHEQ

Aim 6: improve our performance



What	Why
Measure key performance in SHEQ for both leading and lagging indicators. Looking to improve quality, data access and use of the information and celebrate improvement	<ul style="list-style-type: none"> To understand and manage risk To encourage improvement Leading indicators are a measure of our health and safety culture as well as performance
Continue to focus on performance and KPIs, looking to improve quality and coverage	Helps us see where we are and focus in on priorities
Improve data availability	To provide real time data and improve trending
Improve two way communication on high risk and routine issues	To reduce incidents and accidents
Promote recognition of colleague achievements	To increase morale and highlight best practice in the company

Key deliverables

What	When
<ul style="list-style-type: none"> Leading indicators are a measure of our health & safety culture as well as performance. With each activity focus on providing the best quality interaction to improve our compliance, behaviours and reduce risk 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Work with colleagues in data team to enable quick and easy snap shots of our SHEQ KPIs. Utilise tools such as EcoOnline and PowerBI 	<ul style="list-style-type: none"> Q1-Q2
<ul style="list-style-type: none"> Utilise the H&S committee and internal communication routes to tackle key issues leading to improved H&S results 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Celebrate the successes of colleagues for achievements and improvements 	<ul style="list-style-type: none"> Q3



Section 3: safety, health, environment & quality

SHEQ

Aim 7: prevention of accidents in the workplace



What	Why
Effective management and review of accidents and incidents to prevent re-occurrence	To ensure key learnings from Bristol Waste incidents and external cases are taken and embedded to prevent harm, reduce costs and comply
Empower and encourage reporting to raise concerns, incidents and near misses	To get a true picture of safety across the business
Ensure good quality investigation	To enable effective risk reduction from actions
Embed reversing safely work and manual handling from the accident prevention group	To ensure key learnings taken on board and embedded in ways of working
Continue to develop dynamic risk assessments and risk prioritisation	To support colleagues with day to day operations and service changes

Key deliverables

What	When
<ul style="list-style-type: none"> Set proactive reporting targets on focus topics to encourage improvement activities, improve understanding and reduce barriers 	<ul style="list-style-type: none"> Q1-Q2
<ul style="list-style-type: none"> Embed the new EcoOnline system to manage reports 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Improve general feedback on concerns and near misses raised 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Focus on quality of actions and timely close out in relation to accidents, incidents, near misses, audit and non-conformance 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Utilise monthly accident prevention group to review accidents, deliver cross department learning and controls 	<ul style="list-style-type: none"> Monthly
<ul style="list-style-type: none"> Continue working group actions started on reversing safely and manual handling 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Identify dynamic risk assessment training and introduce at induction 	<ul style="list-style-type: none"> Q4



Section 3: safety, health, environment & quality

SHEQ

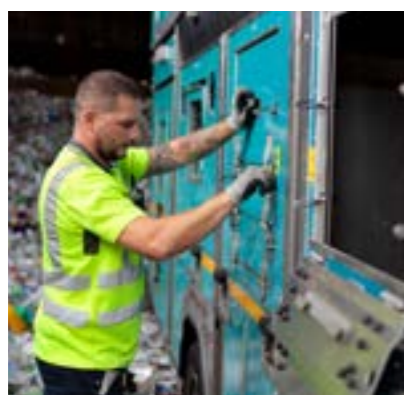
Aim 8: maintain compliance



What	Why
Ensure Bristol Waste is fully compliant with legislation, standards and guidance	To prevent harm, maintain our certification, and comply with legalisation and best practice.
Maintain ISO standards	To show stakeholders our competency to deliver our services and manage our business
Establish monitoring and auditing programme	To cover risk profile and provide 3 lines of defence. Help to support development of new projects and activities
Manage compliance issues	To ensure we resolve any issues swiftly and embed learnings
Monitor upcoming new legislation and guidance	To help us prepare and implement in a timely manner

Key deliverables

What	When
<ul style="list-style-type: none"> Maintain and improve the arrangement hosted in our Business Management System (BMS) and it's implementation to ISO9001, ISO45001, ISO14001, ISO27001 and ISO41001 certification 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Establish monitoring, internal and external auditing program using the principles of 3 lines of defence to risks 	<ul style="list-style-type: none"> Monthly program
<ul style="list-style-type: none"> Utilise the cross departmental internal audit trained colleagues to deliver quality audits 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Utilise EcoOnline audit function to manage actions 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Where legal compliance issues are raised internally or externally ensure they are resolved swiftly and learning shared 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Respond to new legislation or guidance impacting the business including waste containing POPs and civil protection duties 	<ul style="list-style-type: none"> As required



Section 3: safety, health, environment & quality

SHEQ

Aim 9: protect the environment



What	Why
Ensure environment compliance is embedded in design and activities	Understand and manage our impacts to protect the environment
Ensure protection and compliance for our processing sites wastewater discharge	To maintain compliance and protect the environment
Start work on carbon mapping to understand our route to net zero	To support One City environmental targets
Ensure we have the right environmental permits and consents for new activities and monitor compliance with conditions	To ensure our environmental compliance
Manage environmental risk and impact management in civil projects	To ensure our environmental compliance

Key deliverables

What	When
<ul style="list-style-type: none"> Agree discharge consent variations to cover Avonmouth 2 development, and operational changes at Albert Road and Days Road 	<ul style="list-style-type: none"> In-line with projects
<ul style="list-style-type: none"> Ensure wastewater system and operational processes achieve compliance 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Continue to map Scope 1 and Scope 2 carbon usage to understand the route to net zero 	<ul style="list-style-type: none"> Q4
<ul style="list-style-type: none"> Support for Environmental Permit variations for Avonmouth 2 development, Hartcliffe Way to transfer waste and other process changes 	<ul style="list-style-type: none"> In-line with projects, noting Environment Agency permitting delays
<ul style="list-style-type: none"> Use monitoring and audit to ensure compliance with consent conditions 	<ul style="list-style-type: none"> Monthly and in-line with audit program
<ul style="list-style-type: none"> Support PMO with civil projects to ensure environmental risk and controls are incorporated into design and development 	<ul style="list-style-type: none"> In-line with projects

SHEQ

Aim 10: business continuity



What	Why
Review, update and practice business continuity measures in case of crisis, emergency and business interruption	To respond effectively, protect colleagues and the public, and minimise impact on the business

Key deliverables

What	When
<ul style="list-style-type: none"> Have, practice and improve our Crisis Management and Business Continuity Plan 	<ul style="list-style-type: none"> In liaison with BCC and the new legislation and guidance
<ul style="list-style-type: none"> Develop and practice emergency plans and continuity activities 	<ul style="list-style-type: none"> In-line with Crisis Management and Business Continuity Plan
<ul style="list-style-type: none"> Focus on fire safety, prevention and emergency controls 	<ul style="list-style-type: none"> Ongoing





Section 4: people

Summary

In 2022-23 we set out an ambitious people agenda across four streams of activity with a heightened focus on our people:

- build a 'one team' culture
- develop a modern and responsive people function
- invest in our people
- focus on internal communications

We introduced a new Director of People in April 2022 to lead this programme of work.

This ambitious people plan has been carefully reviewed considering the significant financial challenges faced by Bristol Waste in the current economic climate so that we focus on the priorities for the next year.

There are key issues that need to be tackled alongside ensuring we deliver our core operations consistently. We need to ensure we have control of our people costs and ensure we reduce overtime and agency spend. We also need to ensure that our recruitment process is optimised to deal with an inflationary labour market and aim to be slick and cost-effective with a good process and an extensive pipeline.

As such, this year we have added an additional stream - effective resource management.

Case study: New equality, diversity and inclusion strategy

Our vision is for diversity and inclusion to be built into the fabric of who we are as a business.

Our Equality, Diversity and Inclusion (EDI) strategy was signed off by the Board in June 22 with work already underway to deliver for our strategic actions.

While we have made positive steps forward both in terms of the diversity within our workplace and in our involvement with community programmes, we realise we have a long way to go in achieving our vision.

Over the coming three years, we have identified the following eight strategic aims.

We will:

- build our knowledge base and understanding
- increase the proportion of women in our waste, recycling and street cleansing services
- have greater ethnic diversity in the senior leadership across the organisation and improve our ethnicity pay gap
- ensure that we are better meeting the needs of underrepresented groups within our workforce
- create opportunities for groups that traditionally struggle with entering the workforce
- address and support our ageing workforce
- ensure EDI considerations are forefront of service delivery
- better celebrate and promote our diversity

Key achievements 2022 - 23

- Launched our **Equality, Diversity and Inclusion (EDI) strategy** in July 2022 and established five Colleague Led Groups (CLGs) to provide a forum and network for under-represented groups in the workforce
- Delivered EDI training to 92% of the workforce
- Held two leadership away days, engaging our leaders with our strategic direction
- Conducted a colleague survey in Bristol Workplace Services, with positive results around training, equipment and leadership and supervision that we can build on in 2023-24
- Changed the way we use our people data to support our operational teams and provide assurance to the Board
- Established our Remuneration, EDI & People Committee (REPCo) and Audit, Risk and Assurance Committee (ARAC) to further strengthen our business governance
- Delivered a comprehensive training programme to our street cleansing colleagues to support the transition to the "Village" approach
- Supported six colleagues to obtain their Class 2 License and enrolled fourteen colleagues on the training programme for next year
- Reviewed and revised our Trade Union Recognition agreement
- Supported financial wellbeing, through drop-in sessions with Citizen Advice Bureau, helping colleagues to understand their payslips and ensuring on-site support on payday
- Set up distribution lists to communicate to different groups of people in the workforce

Section 4: people

We are passionate about attracting, retaining and developing a capable workforce committed to doing a great job, whilst feeling valued and listened to. We conducted a restructuring exercise of the people team in September 2022 to ensure we had the right skills in place.

The people team will transition from a transactional to a strategic approach and aspires to be:

- **Principles-led** - we see beyond the rules to do what's right. Our decisions, actions and behaviours should be led by clear principles and beliefs, particularly in times of significant change. Rules and laws provide boundaries but can never be sufficient of themselves and can lead to unintended outcomes
- **Evidence-based** - we pay attention to behavioural science, organisational data, stakeholder concerns and professional judgement
- **Outcomes driven** - the work we do must be driven by an understanding of context and outcomes, including both value and risk.

As a team, we will apply these values to support service delivery and enhance organisational development. Our priorities for 2023-24 will be focused upon building strong foundations from which the company and culture can grow and thrive whilst also ensuring we live within our means.

Case study: Workplace Services positive staff survey results

Bristol Waste are committed to listening to colleagues' input, ensuring they feel heard and that their experience of working with us is positive. To put this into action, our Bristol Workplace division conducted a staff survey a year on from the transfer from the Council.

The results from the survey will be used to plan and implement improvements across our service.

The survey was an online form that could be accessed by all our employees using a personal device or requesting access through their supervisors. 70% of the total workforce responded and 3 main themes emerged.

Firstly, 69% had seen an improvement in training, a positive result which was due to recently introduced training incentives

Secondly, 53% saw an improvement in the equipment they use to do their job. Again, new service equipment has enabled greater efficiency and improved service levels. We will continue to use suggestions from the workforce when planning improvements in this area

Lastly, 50% recognised an improvement in leadership and supervision, thanks to the availability of the management team and monthly one-to-ones. The management team are now focused on improving interaction with some of our remote working staff





Section 4: people

Action Plan 2023 - 24

People

Aim 1: Effective resource management

Delivering our core operational performance is critical for our customers. We need to ensure both the Waste and Workplace Services divisions have the right people, in the right place, at the right time. The additional financial challenges mean we need to get the best value from our resourcing strategy and plans. The people team plays a key part in this.



What	Why
Find the most effective way to resource our teams	We need to deliver even greater value for money. Better workforce management will pave the way for success, optimised performance and growth.
Improved financial performance in our biggest area of spend - pay bill/people. Effectively manage our agency and overtime costs	Labour costs form a significant part of our financial spend. Control and management in this area will improve our efficiency and productivity.
Ensure our business is lean and productive, with roles designed and teams structured to deliver our priorities	We live in times of great change and the external environment is getting more complex. Rethinking the design of our business will enable us to survive and thrive in this dynamic environment.

Key deliverables

What	When
• Undertake with operational teams a bottom-up review of shift structures to ensure we minimise agency staff usage and overtime costs	• Q1 and ongoing
• Implement change initiatives in Bristol Workplace that increase productivity and engagement	• Q1-Q2
• Introduce a robust workforce planning and establishment control process	• Q2
• Review our support functions to ensure overheads reflect the needs of the business	• Q1 and ongoing
• Review the organisational design, reporting and grading structures	• Q1 and ongoing
• Develop a robust framework for determining pay and rewarding colleagues	• Q2-Q3



Section 4: people

People

Aim 2: Develop a modern and responsive people function

Bristol Waste needs to evolve to meet the changing needs of BCC as its core client and Shareholder and the differing expectations of new external clients. We need to ensure that our people function is keeping pace. By partnering with different business areas we can devise people solutions that add value and drive business performance. We will support, advise and empower managers to do the right thing within the relevant legal frameworks



What	Why
Take an evidence-based approach, using data and information to inform decision making	We want to empower managers and the wider business to monitor trends and manage performance more effectively, taking effective and pragmatic decisions based on the specific situation or context
Develop strong people practices across the employee lifecycle that support and enhance health and wellbeing	We want to create and maintain a positive working relationship with our people, whilst keeping the business safe and compliant within policy, regulation and law
Adopt a strategic approach to recruitment and ensure our resources align with our priorities	The labour market is challenging. We want to ensure we can consistently deliver a quality service even when market conditions change or we experience periods of significant growth

Key deliverables

What	When
• Automate key data and ensure our people systems are fit for purpose	• Q2
• Deliver people skills workshops and develop tools to support line managers with managing absence and performance	• Q1-Q2
• Reduce high turnover and sickness by implementing tailored action plans with line managers, for areas with high turnover/sickness absence	• Q1
• Process map key people's processes to improve efficiency and the colleague experience, optimising the use of technology	• Q1-Q2
• Review policies and procedures to ensure they are relatable to front-line colleagues	• Q1-Q2
• Streamline and modernise our recruitment process	• Q1

Section 4: people




Section 4: people

People	
Aim 3: Build a 'One Team Culture' We will strive to create an inspiring and inclusive company culture with strong leadership. We will work in greater collaboration with each other and value the inputs and expertise of our teams and individuals, listening to our colleagues to help define and embed who we are and our core values	
	
What	Why
Adopt a collective leadership style, role modelling a culture built on collectively shared input and responsibility	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
Enhance our employee's voice through representative and direct participation	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 and promote 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
Define and embed our desired culture and values	Defining our desired culture and values has never been so important as we seek to attract new and scarce talent, retain our increasingly mobile workforce and integrate colleagues from both current and new services
Key deliverables	
What	When
• Develop and implement a Leadership Training Programme	• Q2
• Provide various opportunities and routes for two-way communication and demonstrate that we are listening	• Ongoing
• Increase engagement with our colleagues to progress our EDI strategy	• Ongoing
• Define and embed our values	• Q1
• Review our existing offering to colleagues, enhance and promote it	• Q1



Section 4: people

People	
Aim 4: Invest in and develop 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. 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 retain our colleagues by ensuring our people can see a clear career path. We want our colleagues to feel they are valued and have development opportunities.	
	
What	Why
Ensure colleagues and teams have clarity on the business priorities and how they contribute to achieving our strategic objectives	We want to ensure colleagues have a clear sense of direction so they can plan and carry out their work knowing it's adding value. We want them to feel motivated, inspired and to feel part of our success
Develop our managers to be effective people managers	Confidence in management was one of the lowest scoring indicators in our previous staff survey. We need to invest in building the skills and competencies of our managers and be clear about performance expectations
Ensure colleagues have the knowledge, skills and experience to fulfil individual and organisational needs and ambitions	To ensure colleagues feel confident in carrying out their roles and are supported to do their jobs to the highest standards and with a sense of pride
Provide attractive trainee, apprenticeship, and graduate opportunities and development pathways	To ensure we capture those who pursue both non-traditional and traditional education and provide positive learning and development opportunities
Key deliverables	
What	When
• Ensure each department has a team plan and individuals have objectives linked to the business plan	• Q1
• Provide performance management tools and tailored training and development to upskill supervisors/line managers	• Q1
• Ensure we have the right system to accurately record learning	• Q2
• Review the design and delivery of our core training programme, ensure it's meaningful and relevant	• Q2-Q3
• Refresh our induction programme and evaluate the onboarding experience to improve retention	• Q2-Q3
• Provide attractive trainee, apprenticeship and graduate opportunities for development	• Q2-Q3
• Improve employee engagement and particularly trust in our senior management	• Q4



Section 4: people

People	
Aim 5: Focus on internal communications We have a new Board, Executive Team members, and new colleagues joining the team. Clear communication has therefore never been more important. We also acknowledge the challenges of communicating to and hearing from our diverse workforce. We need to strengthen our internal communications to deliver a great experience for our colleagues	
	
What	Why
Cascade, gather and share information with our leaders in a timely manner to keep them involved and informed	Our leaders must set the tone and be role models for good communication. They are the frontline of communicating with colleagues and need to understand the importance of clear, frequent messaging, as well as good listening skills
Find effective ways to reach all colleagues, particularly those working on the frontline in a way that is accessible and easy to understand	Most of our colleagues work on the frontline and are key to delivering our business priorities. They need regular and useful communication to support them in their jobs
Create a culture of open, two-way communication	The principle of two-way and responsive communication is crucial. For leaders, an effective voice contributes to building trust with employees, innovation, productivity and organisational improvement. For colleagues, self-expression in an voice often results in feeling valued, increased job satisfaction, greater influence and better opportunities for development
Continue to develop our TU relationships, informing, consulting and negotiating with them effectively	Working in greater partnership will improve business performance and the experience of work for our colleagues
Key deliverables	
What	When
• Develop our internal comms strategy	• Q1
• Trust our leaders and communicate with them more frequently. This will give greater clarity and minimise uncertainty	• Ongoing
• Communicate well with our frontline colleagues, delivering key messages through appropriate channels	• Ongoing
• Provide various opportunities and routes for two-way communication and demonstrate that we are listening	• Ongoing
• Hold effective Joint Negotiation Committee and Joint Consultative Committee meetings, in addition to structured working groups	• Ongoing

Section 5: city waste, recycling and cleanliness



Summary

Our high profile waste and street cleansing operations touch every household in Bristol.

Following the COVID 19 pandemic where recycling rates and household waste worsened, we are starting to see improvements with a 13% reduction in household waste and 3% more recycling being collected for the period April to October 2022. We need these trends to continue throughout the remainder of 2022-23 and into 2023-24 to see a return to pre-pandemic levels.

It is pleasing to see the Quality of Life Indicators in the latest QOL survey data. In the city wide summary we have seen a 5% increase from 68% to 73% of the percentage of respondents satisfied with the recycling service, and a 3% increase from 71% to 74% of those respondents satisfied with the general household waste service. These are positive year-on-year improvements. However, variations do exist between city wide and deprived area scores, that we will seek to further understand and act on accordingly.

We recognise the importance of bringing best practice from the UK and beyond to the city and as such we are collaborating with a waste knowledge hub to gain further insight into meeting the latest challenges across the waste and recycling industry. The prevailing financial challenges means we will have to place an increased emphasis on promoting and encouraging behavioural change from the city's residents.

In 2021-22 according to DEFRA, Bristol diverted approximately 20,000 tonnes of waste from landfill, a decrease of 10.9% on the previous year. We are proud that our waste-to-landfill percentage has averaged 2% over the first three quarters of 2022-23 and with our plans for Avonmouth Phase 2 advancing, we will look to reduce this percentage even further over the next two years as we push towards our goal of zero to landfill.

The introduction of the "Village" approach system for street cleansing in June 2022 brought increased visibility of the service and reduced our carbon footprint. Locating our teams at smaller, existing BCC/ BWC locations around the city, has enabled them to focus on their local neighbourhoods. In addition to the new locations, the major challenge of this approach was to convert a large proportion of vehicle-based activities into pedestrianised cleansing operating 'barrow beats'. Bristol has the highest recycling percentage of the English core cities at 46.4% (DEFRA 2021), and continues to hold the highest household recycling percentage, despite recent pandemic influenced reductions.

Whilst Bristol's residual household waste has increased by 19.3kg since 2019-20, Bristol now has the lowest residual household waste of any of the English core cities where, on average, residual waste has increased by 30kg per household.

It is vital that we continue to take an active part in contributing to the city's One City Environmental targets. We will do this by focusing on our core services and implementing service changes that are both prudent and support the wider environmental agenda. BCC has given us the challenge to "live within our means" and our plans for the municipal waste division in 2023-24 will enable us to meet this challenge.

Key achievements 2022 - 23

- Opened the brand new Hartcliffe Way HRRC and brilliant new Reuse shop
- Launched a brand-new booking system for HRRCs
- Received positive feedback from customer/client surveys for HRRC, FM services & Commercial
- Delivered "Bristol's Binning" campaign with Hubbub
- Created a toolkit to support city Councillors with their waste questions and concerns
- Ran two successful city wide litter picking campaigns and Big Tidy's biggest ever litter pick
- Created and led "Students on the Move" improving street scene during the student move out period
- Highlighted the dangers of battery fires nationally, thanks to the thorough practice of our teams
- Brought more recycling to flats in the city via the MRC project
- Launched a revamped "village" approach to street cleansing
- Put 6 frontline staff through their LGV Drivers course, 2 more undertaking practical evaluation and 14 more enrolled



Section 5: city waste, recycling and cleanliness

Our Community Engagement and Innovation & Sustainability teams aim to have a substantial impact across the city. They will help residents to recycle more, waste less and support communities to become cleaner and greener. Day-to-day, they will facilitate litter picking, ensure residents present their waste and recycling properly, work with operations, community groups and leaders to help solve street scene and bin store issues and educate young people, from primary school to university, to learn about waste, litter, and recycling. In addition, in 2023-24 they will focus on fostering city pride, encouraging behaviour change and providing assistance to residents through the economic downturn and service changes. Our communications team will partner with them to deliver key messaging and support to residents.

Waste strategic goals 2023-24

Bristol Waste and the Strategic Client have agreed the following strategic goals for 2023-24. These will enable Bristol Waste to focus the delivery of our services and provide a strategic reference point.

Our goals

1. Maintain Bristol's leading position as the number one English core city for recycling
2. Deliver value for money for the Council and city by seeking to deliver cost efficiencies that maintain, or limit impact to, core services
3. Embed a strong safety culture in all that we do, ensuring colleagues go home unharmed every day
4. Through improved collaborative working, ensure service changes are effectively delivered and achieve the agreed outcomes
5. Encourage behavioural change to transform residents' relationship with waste; embedding a citywide culture of personal responsibility
6. Help the Council to develop an improved waste and resource strategy by reviewing options for innovative waste management solutions

Service changes

In order to deliver our goal of "living within our means" we will inevitably need to make a number of service changes.

Change	Overview
Green waste subscriptions	Increase green waste headline subscription fees and improve efficiencies to ensure collections only from households who are subscribed
HRRC chargeable DIY waste	DIY waste to be charged for at HRRCs
Reduced opening at HRRCs	Reduce opening to 5 days a week across all 3 sites
Remodel the street cleansing service incorporating a reduction in resources	Review resource allocation, including frequency of street cleansing in some areas

Rationalisation of the HRRC offering is necessary in the current climate and so the opening times will be reduced to 5 day opening at Days Road, Avonmouth and Hartcliffe Way. Whilst this inevitably reduces the choice available to residents, information gathered following the introduction of the booking system in 2022 allows us to align opening times to periods of highest demand. We have significant available capacity across all three HRRCs and this move will seek to remove excess.



Section 5: city waste, recycling and cleanliness

Significant changes to the street cleansing service will be required to "live within our means," reducing the cleansing frequency for some semi-urban, residential, and industrial areas in the city. The number of barrow beats will be reduced with some mobile cage sweep teams being required to cover larger zones. Graffiti and fly-tipping removal resources will also need to be reduced. These changes will shift the balance of service delivery from proactive to a more reactive offering and will have a negative impact on KPIs such as an increase in external LEQ scores for litter, detritus, graffiti and flyposting. A consequence of the above will be that resources will be reduced across services in 2023-24 and whilst every effort will be made to minimise the impact, there will inevitably be adverse effects on performance levels.

The rationalisation that will take place in the core services will be reflected in the teams which support their delivery. This adjustment will necessitate a refocus on the delivery of the initiatives and reduce the flexibility of the teams to support additional requests and tasks that do not form part of the core service offering.

Collaborative working between the Strategic Client and Bristol Waste is essential to deliver these service changes and increases to charges, as most require formal consultation and a Council decision before many of the changes can be implemented.

The waste and streets teams will need to focus on the effective delivery of the core service changes required, leaving limited capacity to do more. However, we will continue to innovate where we can to maintain our position as the leading English city for recycling, support company resilience and deliver on our commitments to the One City targets and Clean Streets initiative.

Change	Overview
Avonmouth Phase 2	Develop shredding, baling, and sorting facilities in Avonmouth, increasing resilience and revenue potential
Promote reuse	Provide a city centre pop-up reuse shop for 6 months
On-street litter bin / recycling trial in high streets of BCC's choice	Using lessons learned from Bristol Binning Litterbin trial to expand offering across the city. External funding dependent
Non-standard residential pilots	Trial of residential non-standard solution in the Old City with view to identify citywide non-standard service options for future development
Deliver Students on the Move 2023	Work in partnership with BCC and the universities to keep the streets clean during student move out and support students to donate and recycle more
Provide a slimmed down Big Tidy service	Maintain a Big Tidy service for the city, streamlined to match funding available
Work with city partners to understand how the city can tackle anti-social graffiti	Support trials to reduce the impact of graffiti across the city e.g. flexible resource allocation, permission walls etc

One City environmental targets

It is important to remember the challenges that Bristol has to overcome in order to achieve the aspirational reduction targets outlined in the One City plan. Working with the Council and other city partners, we need to continue to push to identify Bristol's pathway to deliver – balancing the challenging financial environment with the ecological imperative. Quick decisions and action are needed to change the city's relationship with waste.

Official data of core city performance is released by DEFRA annually, but they are yet to release the data for the year 2021-22. The challenge will be maintaining our current position as the number one core city whilst "living within our means" in 2023-24. As the DEFRA data has yet to be published, the table below indicates the 2021-22 figures that have been internally calculated. The charts will be updated once the DEFRA figures are released.



*Tentative figures - DEFRA figures to be released in the coming months



Section 5: city waste, recycling and cleanliness

Action Plan 2023 - 24

Waste & recycling

Aim 1: increase household recycling rates and decrease residual waste



What	Why
Build on our successful education, engagement, and communications work to encourage behaviour change to reduce consumption and waste and improve recycling rates	Campaigns such as Slim My Waste and the Waste Nothing Challenge show us the positive impact behaviour change campaigns can have and we need to build on this success
Promote the circular economy	<ul style="list-style-type: none"> • Help Bristol move away from take, make and dispose to an approach that helps maximise the use of resources • Support the Council to help residents in need via our reuse initiatives
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. It 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's MRF trial.

Key deliverables

What	When
<ul style="list-style-type: none"> • Develop Waste Nothing Challenge newsletter campaign using automated emails and influencers to engage residents in waste reduction activities 	<ul style="list-style-type: none"> • Launch in Q1
<ul style="list-style-type: none"> • Continue with the roll out of the flats recycling project 	<ul style="list-style-type: none"> • Three phases completed, next two phases to be delivered by Oct 2023 funding dependent
<ul style="list-style-type: none"> • Optimise the use of Avonmouth and Hartcliffe Way reuse shops and deliver a reuse pop up shop in the city centre 	<ul style="list-style-type: none"> • March 2024
<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"> • Share key messages with young people from primary to secondary age - with a key focus on continuing our collaborative work with Bristol Education Partnership. Promote good practice for waste and recycling through delivering talks and workshops to residents in areas of poor recycling rates and high residual waste tonnages 	<ul style="list-style-type: none"> • Ongoing



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%.



What	Why
Reduce waste to landfill to zero by the end of 2025	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 from the transfer station after 0% and reduce processing costs. After processing, the materials can either be recycled or incinerated at energy from waste plants locally

Key deliverables

What	When
<ul style="list-style-type: none"> • Avonmouth Phase 2 including shredder 	<ul style="list-style-type: none"> • Winter 2023
<ul style="list-style-type: none"> • In partnership with the Council and disposal outlets, understand and mitigate the impact of POPs legislation on the treatment and transfer of designated waste streams 	<ul style="list-style-type: none"> • In line with legislative changes

Case study: The flats improvement project

The flats improvement project is helping residents to recycle more and waste less.

We are improving the management of recyclable materials from residential flats in the city. Our work has helped residents dispose of all recyclable materials in a mini recycling centre close to their homes. By giving all flats an equal service, it has enabled residents to recycle more and waste less.

The project launched in September 2021 and targeted 1,000 blocks of flats and over 32,000 individual flats. We have now completed three phases of the project.

During this project we:

- supported **27,972 flats** and households with recycling
- gave **158 blocks** of flats food recycling for the first time
- improved the capacity plastic and cans **+210,000** (litres/week)
- improved the capacity of card **+260,000**

The extra recycling has enabled us to reduce the capacity of general waste by **530,000** (litres/week).

This project will continue in 2023-24 to progress towards all residents living in flats being able to recycle.





Section 5: city waste, recycling and cleanliness

Waste & recycling

Aim 3: deliver efficient and effective waste collection and street cleansing services

Front line services will need to maximise productivity and efficiency to minimise impact of rationalisations required by "living within our means"



What	Why
Embed the "Village" principles within the street cleansing service	Build on the neighbourhood approach, bolstering community pride
Build on the success of Students On The Move campaign	Use funding from university partners to minimise the impact of the annual student move out on the city, both aesthetically and financially
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 citywide approach
Non-standard 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. We need to find a way that supports neighbourhoods to keep their streets tidy
Increase on-street litter bins and recycling	Making it as easy as possible for residents and visitors to keep the streets free of litter
Rebalance collections routes	Maximise the efficiency of collection routes to minimise non-productive travel time and fuel usage

Key deliverables

What	When
<ul style="list-style-type: none"> Improve relations with neighbourhood policing and continue to deliver community engagement programme to embed the "Village" approach 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Continue working with local Councillors to problem solve issues and arm them with the correct information and tools to support our work in their wards 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Work with key parties to tackle graffiti and minimise impact of service changes 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Capitalise on collaborative work with the Council's Neighbourhood Enforcement Team (NET) focussing on hot spot areas to support the Council to get tougher on environmental crime 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Learn lessons from on-street litter bin and recycling trials in the city centre and implement more widely across the city 	<ul style="list-style-type: none"> Funding dependent
<ul style="list-style-type: none"> Promote and facilitate litter picking in the community through guidance and kit loans 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Deliver the Great Bristol Spring Clean and Autumn Litter Blitz 	<ul style="list-style-type: none"> Q1-Q4
<ul style="list-style-type: none"> Continue non-standard residential pilot in the Old City taking learnings from the Old City commercial pilot 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Reduce opening times at HRRCs 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Increase in charges for green waste subscriptions, HRRC chargeable DIY waste 	<ul style="list-style-type: none"> Q1
<ul style="list-style-type: none"> Maintain Service Level Agreement (SLA) for complaints ensuring we take learning and improvements from complaints, 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



Case study: Students on the Move

In 2022, Bristol Waste provided the innovative and proactive Students On The Move campaign to tackle waste generated by students in the city during their move out period in June and July.

Working with the two universities and the Council the campaign consisted of behaviour change work to encourage students to reduce, reuse and recycle, instead of throwing away all their unwanted items, and a proactive fly-tipping service in hot spot student areas.

A dedicated Bristol Waste crew kept the streets significantly cleaner over the move out period this year - removing fly-tips within 24 hrs and collecting over 67 tonnes of waste. We also saw 1010 visits to our household reuse and recycling centres by students following messaging they can use their student ID for access. Our Council enforcement colleagues increased patrols, ensuring a clear message that environmental crime won't be tolerated. A communications campaign advertising reuse options and the consequences for fly-tipping ran across the university campuses and key student areas, and our community engagement team reported positive feedback from both students and residents.



Case study: "Village" approach

A communications campaign advertising reuse options and the consequences for fly-tipping ran across the university campuses and key student areas, and our community engagement team reported positive feedback from both students and residents.

The "Village" approach brings together those responsible for improving street cleanliness and supports our vision for a "one team" approach.

The change has seen our street cleansers working out of local depots and being allocated their own patch to look after. Feedback from front line colleagues has been largely positive and minor issues with the team's beats were resolved as quickly as possible.

The unique opportunity to build stronger relationships with Bristol communities has also been reflected in the feedback from residents, who have complimented street cleansers' hard work and clean streets.

The team are now focused on 'phase II', introducing quality assurance and rolling out technology to support teams with street issue reporting.





Section 5: city waste, recycling and cleanliness

Waste & recycling

Aim 4: improve the waste and recycling habits of the student community

Building on our positive partnership working with the universities in 2022, engage students at key touch points through their university life to improve the street scene in high student populations and support students to change the way they think about waste, helping them to reuse and recycle more



What	Why
Support universities and city partners to significantly improve student waste and recycling habits	To minimise negative refuse and recycling behaviours of the transient student population To educate best practice in waste management, promote the circular economy and support students in becoming good citizens, reducing negative waste related behaviour, particularly around move out time Increase recycling rates amongst this group and reduce the residual waste
Advocate for universities to continue increased funding to manage issues around 'move out' time	To build on success of the 2022 Students On The Move campaign and put students and the universities in the driving seat for new campaign ideas that focus on promoting the circular economy
Support existing university resources proactively (such as Community Liaison officers) to target engagement where and when needed most	Ensure effective waste messaging is part of wider university narrative and communications. Start students thinking about being good citizens from their first year. Two-way knowledge and asset sharing will support targeted engagement
Targeted and effective messaging delivered to encourage desired behaviours in students	To ensure students are aware of the services we offer, know how to reduce contamination, increase recycling rates and minimise refuse

Key deliverables

What	When
• Lead on the development and delivery of the 2023 Students On The Move (SOTM) campaign	• June 2023
• Support university Community Liaison Officers to develop first year 'kitchen talks' to ready students for moving into private accommodation in the city and managing their waste	• May - June 2023
• Communications & Marketing and Community Engagement Team to update 'Get it sorted' communications to encourage desired behaviours in students around waste management	• Ongoing
• Build relationships with student unions and student ambassadors to increase peer to peer messaging and outreach, helping them to deliver relevant key messaging	• Continue developing the relationships Q1 Aim to implement program Q3 and Q4



Section 5: city waste, recycling and cleanliness

Changing residents' behaviour

Reduce refuse and increase recycling

We have already made great strides in driving up reuse and recycling, from opening three reuse shops, to increasing food waste capture by 20% (thanks to campaigns such as Slim My Waste) and introducing the new blue bag for cardboard to increase recycling capacity by 90l per week per household. These tactics have worked, but not delivered large scale change. We still have a long way to go to meet the ambitious, government set targets of 60% recycling by 2030 and 65% by 2035, to ensure Bristol is a truly sustainable city. Recycling rates have stagnated around the 47% mark, with the pandemic adversely affecting them further with a low in 2021 of just under 45%. Current tonnages show an increase in refuse tonnage and a reduction in recycling percentage, with little change in that trend since Covid restrictions lifted.

With the city and the country facing both economic and environmental crises, we want to play our part. We have big ambitions, but modest budgets for 2023-24. As such, we will focus on areas of work that are high impact but low cost or cost saving. We will also seek external funding to deliver on our shared priorities, or to enable others to deliver in these areas.

Based on data analysis, we believe that food waste (the highest tonnage of recyclable materials in residential refuse) and flats (which already make up 25% of the city and currently have low recycling rates and are a growing area) will be our key areas to focus on. We will also continue to celebrate our exceptional reuse work and encourage reuse in our messaging.

We plan to use the Nuffield Ladder behaviour change model, targeting our resources to drive down waste and increase recycling - working to embed a citywide culture of personal responsibility to reduce and properly manage waste over the course of the next five years. We will use a strategic combination of service change, marketing, communications, engagement and innovation to change residents' relationship with waste.

Clean Streets

Since 2019, we have had a focus on reducing litter and fly-tipping through the citywide Big Tidy campaign as part of the Mayor's Clean Streets initiative.

This year, work will be targeted on residents' waste presentation and ensuring citizen's take their bins in after collection, delivering efficiencies for street cleansing crews but also making our neighbourhoods feel nicer and cleaner.

In 2023-24 we will focus on activity that supports our core services and/or is low cost and effort as the business needs to be focused on delivering and communicating services changes.





Section 5: city waste, recycling and cleanliness

Action Plan 2023-28: Reduce refuse and increase recycling

Provide information

Convert our Waste Nothing Challenge to a digital challenge. The month-long challenge will see residents receive a challenge via email, every day for a month. It will help embed waste reduction practices and give residents easy and affordable routes to cut their waste.

Cost **£**
Effort
Impact
Delivery **2023-24**

Provide information

As demand for digital content grows, we will create in-house video-based accessible content, maximising social media algorithms and ensuring that our messages will reach further.

Cost **£**
Effort
Impact
Delivery **2023-24**

Enable choice

Increase participation in our food waste collection service. Currently around 20-25% of what is in an average Bristol refuse bin is food waste. This can be easily avoided or captured and recycled into energy. We will appeal to Bristol residents to separate their food from general waste through face-to-face engagement and an impactful supporting communications campaign. We will seek external funding, which could save the city £121 per tonne in disposal costs, potentially saving up to £300,000 across three years.

Cost **££££ - £££££**
Effort
Impact
Delivery **Subject to external funding**

Changing the default

Recycling rates within flats are significantly lower than those on kerbside collections. With around 25% of Bristol's population living in flats, and with that percentage set to grow with the planned new housing developments, this is a key area to focus on. We will:

- continue to roll out the flats and shared bin store project, alongside the non-standard collection project, which both aim to implement or increase recycling services to these types of properties (funding dependent)

Provide information

Tours and talks will move from being self-selecting participants, to being strategically targeted at groups that we believe are motivated to change but need information and guidance. Work will focus on faith groups, high waste output community areas, and younger people.

Cost **£**
Effort
Impact
Delivery **2023-24**

Guide through disincentives

We will work with the Council enforcement to help supply information and support issuing notices and fines to people who do not manage their waste responsibly.

Cost **£**
Effort
Impact
Delivery **2023-24**

Enable choice

We will continue our focus on reuse by promoting and encouraging use of our reuse schemes and shops and promote reuse and repair or items before disposal is considered.

Cost **£**
Effort
Impact
Delivery **2023-24**

Longer term, we can encourage and enable community focussed events which adhere to the 'buyerarchy' and make reuse easier, such as swap shops, loan libraries and sharing forums. We will also seek to normalise the use and gifting of second-hand items, as well as the good work and usability of our reuse shops and schemes.

- improve our materials and their accessibility to encourage flats recycling
- work with BCC to improve the planning process to incorporate responsible waste management

Cost **££££**
Effort
Impact
Delivery **2023-24**

Section 5: city waste, recycling and cleanliness

Guide through incentives

Assess implications for the business on the government's agenda

Cost **£**
Effort
Impact **tbc**
Delivery **2023-24**



Deposit return schemes (DRS) are a way of encouraging people to recycle single-use items such as bottles and cans. They work by charging a small deposit for the items, which can be reclaimed when the item is returned for recycling. The intention is to increase the recycling rate of drinks containers and reduce littering. Scotland will be the first of the UK nations to go live with a Deposit Return Scheme in August 2023. We are currently awaiting feedback from recent government consultation for England, Wales and Northern Ireland which we anticipate a start date of late 2024.



Extended producer responsibility (EPR) is a policy proposal which would see producers given responsibility for a product from creation to the end of its life cycle. EPR forces a shift in responsibility (administratively, financially or physically) from governments, municipalities or consumers to the producers and encourages them to consider the environmental impact of their product.

Clean Streets

To continue our support of the Mayor's Clean Streets initiative this year we will deliver the following initiatives:

Bin hangers

Continue to issue hangers and letters to residents who persist in keeping their bins and boxes on streets. Messaging will be revised to include information on possible fines that can be issued. Records of hangers and letters issued will be shared with BCC to enable them to action Section 46s where previously evidence has been hard to collate.

Cost **£**
Effort
Impact
Delivery **2023-24**

City Centre focus

Run a trial for non-standard collections in the city centre, moving them from bins and boxes, to timed bag collections, and run a trial with non-standard collections looking at flats above shops and areas where flats open out on to the road and there are no spaces for bins.

Cost **££££**
Effort
Impact
Delivery **2023-24**



Case study: Bristol's Binning

In partnership with environmental charity Hubbub and the Council, we launched the 'Bristol's Binning' campaign to reduce litter on Bristol's streets.

By encouraging the public to tackle litter, we wanted to change behaviours of Bristol's public and keep the Harbourside clean. We installed over 50 engaging new bins across the city, allowing Bristolians to recycle items like plastic bottles and cans on the go. With the support of the Litter Lotto app, the public were also able to win prizes for binning their litter. The campaign raised awareness of the depth of Bristol's litter problem with an art installation created by artist Wren Miller. Made of 90kg of litter – the same amount our street cleaning crews collect from Baldwin Street after a heavy night – the wave floated in Bristol Harbour for 3 months. The installation received plenty of positive feedback on social media, praising the thought-provoking design.





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 organisations in and around Bristol 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.

From April to November 2022 commercial waste has achieved sales of over £540,000 of annualised new business, notable wins include:

- Bristol Water
- Unyfi waste broker
- Bristol Harbourside Festival (Richmond Event Management)
- Furniture Village RDC (Circom)
- Puxton Park

This aspiration to be flexible enough to service all customers has been borne out in the contracts we have gained this year, from major Bristol businesses such as Bristol Water to providing innovative bespoke solutions to support customers where presentation restrictions have been put in place in the city centre.

Our ability to adapt to our customer's needs means that as of November 2022, Bristol Waste are the market leader in the BS1 postcode with over 160 businesses served.

Quality of waste collection is only one part of the holistic offering customers demand. In 2023-24 we will build on the technology we have invested in to deliver a customer portal that supports and enables businesses to understand their waste profiles in near real-time.

The provision and effective use of the information we have will allow us to enhance our offerings and work in partnership with our customers to support them on their sustainability journey.



Knowledge of our customers needs, along with a proven track record of delivery will allow us to cross-sell our other commercial offerings such as facilities management, mechanical sweeping or graffiti removal.

We will continue work closely with BCC, looking at ways to improve the commercial waste services provided to the Council, seeking to make efficiencies and improve productivity. For example, 2022 saw the introduction of the B-Hive units into City Hall, allowing for single stream collection of the recyclates and improving the quality of the output.

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, our sales team will need to expand to meet these new demands and we intend to recruit a Senior Business Development Manager along with a Business Sales Executive to meet these challenges.

In order to fully maximise potential of the Avonmouth Phase 2, which will include a new sorting line and shredding, additional waste inputs will be developed. Initially, this will focus on waste streams that will benefit from the picking line and shredder, such as municipal and commercial bulk waste contracts where recyclable materials can be extracted, and the density of non-recyclable materials can be increased both reducing disposal cost and increasing the ability of Energy Recovery Incinerators (ERFs) to handle it.

Assessment work will be carried out to identify the target materials that will maximise revenues and establish which types of waste, and from which sectors of industry are most profitable. Once this is established an active campaign will be devised to target these preferred waste producers to increase throughput of the right material into our site and ensuring the best use of onsite resources. The increased capacity and speed of processing will give us the ability to grow commercial waste contracts substantially and sustainably.

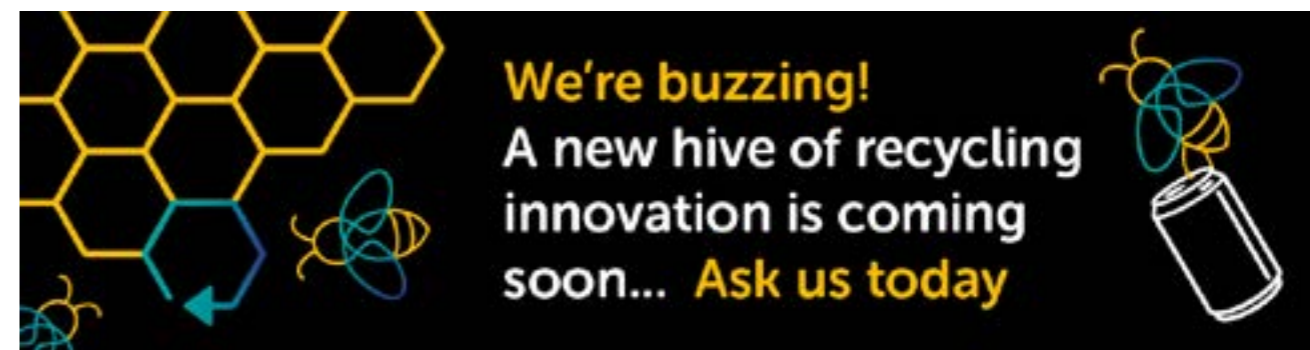


Section 6: commercial waste services

Action Plan 2023-24

Commercial	
Aim 1: Be the supplier of choice for local businesses Bring new tendered work into the portfolio and grow the SME customer base	
What Commercial growth in a controlled, sustainable, and profitable manner	Why Any surplus made supports the municipal contract to improve service
Key deliverables	
What • Increase business development team to expand coverage, scope and skills base	When • Q4 2022-23 to Q1 2023-24
• Increase tendered work	• Q1-Q3
• Continue to build on relationships with brokers	• Q2
• Target selling in specific postcode areas BS8, BS23 and BS37 to fill in route gaps	• Q1-Q4 2023-24
• Continue to develop existing customers through upselling of current services and cross-selling where appropriate	• Q4
• Grow our success in driving new business with a focus in BID areas and local high streets that have commercial bin restrictions	• Q3
• Roll out customer portal to enhance data availability and experience for customers	• Q1 for large contracts • Q3 for smaller contracts

Commercial	
Aim 2: Promote commercial waste offering	
What A strong focus on marketing and communications for the commercial service.	Why To drive new business and enhance the brand across the city
Key deliverables	
What • Media marketing campaign - LinkedIn and website	When • Q2
• Be a more visible city partner	• Q1
• Customer referral scheme	• Q3
• Marketing campaign for all customers promoting additional services such as B-Hive	• Q2 onwards





Section 6: commercial waste services

Commercial

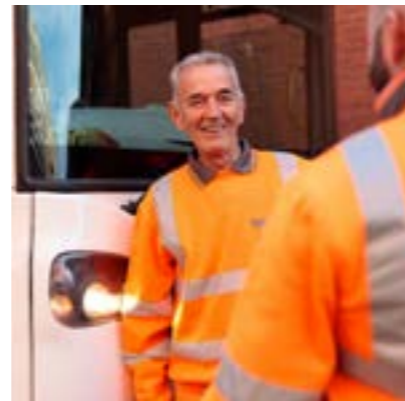
Aim 3: Support our commercial team to deliver



What Ensure effective alignment and processes between sales and operations	Why Ensure maximum profit is made on each piece of work
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Key deliverables

What • Ensure all processes are streamlined for all contracts won and ad hoc work from initial sale to bin delivery and first collection	When • Q2
• Ensure appropriate delegations in place for sign off for new business and contract changes	• Q1
• Full reporting system/customer portal to offer to all customers to improve data offering	• Q1 for large contracts • Q3 for smaller contracts
• Strong link between Sales and Operations team to ensure best-in-class service offering and customer service	• Q1 and Q2



Commercial

Aim 4: To grow service offering and increase waste outlets for commercial customers



Grow relationship between operations and processing.

What Grow relationship between operations and processing	Why To increase commercial opportunities between the two business divisions
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Key deliverables

What • Use facilities created in Avonmouth Phase 2 to maximise income from commercial waste streams	When • Q4
• Improve joint understanding of processing options and commercial requirements	• Q1
• Work with BWC Procurement Team to secure disposal routes and improved rebate values for commercial waste	• Q1-Q4 2023-24
• Develop and implement commercial customer target groups campaign for bulk waste	• Q2-Q4

Section 6: commercial waste services

Commercial

Aim 5: Ensure robust controls, contracts and reporting



What Improve reporting, compliance and contractual governance	Why Ensure contracts are profitable, fit for purpose and properly managed
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Key deliverables

What • Enhance process to ensure we have robust financial information supporting our commercial deals to ensure an appropriate margin (a) before they are tendered and (b) post implementation	When • Q2
• Ensuring we have strong contracts that are in place with customers, that are professional and ensure customers are legitimate for trading with (modern slavery checks, financial ability to pay checks etc)	• Q2-Q3
• Ensuring we have appropriate commercial bidding framework and professional requests for proposal (RFP) for the team to use	• Q2-Q3
• Ensure we have appropriate delegations and controls around the commercial process	• Q1





Section 7: workplace services

Summary

Our vision for Bristol Workplace is to become the South West's preferred provider of facilities management services, achieved through offering value for money, ease of doing business and a customer centric approach. However, the operational and financial constraints of the current Integrated Workplace and Facilities Management Services (IWFM) contract renders this extremely challenging to achieve.

The IWFM contract commenced in June 2021, providing cleaning and security services to the BCC estate and its partners. BWC's commitment to the Council was to deliver a contract which reduced in price from £6m (when BCC delivered the service) to £5.2m by year 4 of the contract.

The plan was that this saving would be delivered through changes to the Target Operating Model (TOM) for the service, including creating cluster zones for services, improving productivity of cleaners, insourcing sub-contractor for self-delivery and reducing sickness and agency dependency.

Through the course of the 2022-23 financial year, the focus has been on bedding in the service and improving the experience for both customers and employees. Significant results have been delivered to this end - our customer satisfaction is strong and colleagues are showing signs of much improved engagement and performance.

Whilst these indicators have improved markedly, throughout the year the financial performance of the business increasingly deteriorated. A Board instigated review highlighted this being the result of significant failings in contractual delivery, including:

- poor definition of scope of services
- lack of clarity on pay inflationary uplift and appropriate revenue apportionment
- failure on the part of BWC to fully deliver expected productivity gains.

The focus for 2023-24 will be to get the contract on to the right footing - financial provisions, delivering what was intended, services clearly defined and BWC delivering initiatives in support of projected cost savings. To this end, we are in an active dialogue with BCC to review and reach an agreement by the end of Q1 2023/24 to rebase the current IWFM contract to enable the FM business to deliver a significantly improved financial performance going forwards.

During the year the Council also asked BWC to consider integration of further 'hard' FM services. A collaborative review was undertaken which resulted in the BWC Board being unable to support a wholesale transfer of the services offered.

The hope is that once the current contract is working effectively, we can revisit this opportunity in a phased manner that allows risk to be mitigated and objectives delivered – for both parties.

In addition there are clearly opportunities for new services for BWC (which are aligned to our current FM portfolio) to undertake on behalf of BCC.

Key achievements 2022 - 23

- National Security Inspectorate (NSI) accreditation for Guarding and Cash making us more attractive to external clients
- Colleague survey - 74.5% response rate, strong improved scores with move to BWC e.g. 85% believe Health and Safety is a high priority, 80% believing we are on a constant journey to becoming more inclusive and understanding and 90% saying they have a clear understanding of what to do in their roles
- Reducing sickness from heights of 9.2%
- Strong customer and SHEQ KPIs maintained
- Reducing agency spend by £0.5m, replacing with own staff
- Detailed pricing review of all consumable spend, saving resulting
- Service transformation through better training (69% of staff felt there has been an improvement in training)
- Increasing commercial revenue to £0.8m, with average margin of 15%
- Reducing management overhead by £0.2m

Section 7: workplace services



Action Plan 2023 - 24

BWS	
Aim 1: Establish an effective contractual relationship with BCC	
What The FM review undertaken has highlighted some significant issues in the provisions of the initial contract agreed between BWC and the BCC. The aim will be to rectify those in order to ensure an enduring and positive relationship which delivers on the mutual objectives of the parties	Why A contract that is unambiguous and does not disproportionately disadvantage either party should result in both parties achieving desired objectives
Key deliverables	
What	When
• Agree, implement and where necessary backdate wage rate/inflation provisions	• Immediately
• Ensure revenue for services provided accrues appropriately to BWC as the provider of those services	• Immediately
• Get the scope of services, on which the contract is priced, correctly documented and agreed and a contract change signed by both parties	• Q1
• Ensure governance of the business is clear and unambiguous (i.e. clarify role of Joint Executive Board (JEB) vs. BWC Board) and works with the wider Strategic Client function effectively	• Immediately
• Ensure no contractual provisions that inadvertently hinder delivering Vfm	• Immediately

Case study: Bright Ideas

In 2022 Bristol Workplace implemented the Bright Ideas Programme to recognise Workplace colleagues' hard work and exceptional input.

Regular awards are given for Employee of the Month and Going The Extra Mile.

The programme aims to celebrate colleagues who have worked hard to give a good service to our clients.

We also award colleagues for innovative suggestions to support business improvement and provide financial savings.

Both clients and colleagues make nominations for the Going The Extra Mile and the Employee of the Month awards, which help strengthen our relationships.



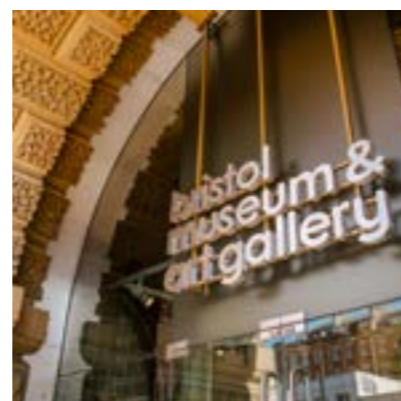
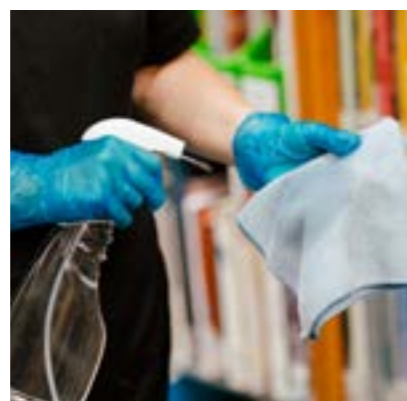
Since implementing the scheme in July 2021, we have celebrated 18 Employee Of the Month winners and over 50 colleagues commended for Going The Extra Mile.





Section 7: workplace services

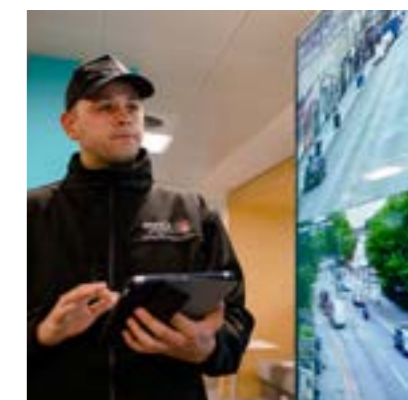
BWS	
Aim 2: Deliver contracted cost savings	
What This aim will focus on delivering cost savings through initiatives designed to improve colleague productivity, heighten operational efficiency and improve spend effectiveness. In 2023-24 productivity initiatives identified will deliver £0.65m	Why To deliver against our contractual obligations of a 20% cost reduction over four years
Key deliverables	
What	When
• Review the cleaning productivity at the Council's top sites to ensure a minimum of 1,500sqm ² per hour per cleaner and a service that is proportionate to a post-Covid, home working environment	• Q1
• Review the operating patterns and implement changes of security services to ensure shift structures and working arrangements are optimised	• Q1
• Implement changes for the cash in transit service to ensure it is both CAZ compliant and cost effective	• Q1
• Decommission the CAFM system which is over specified and expensive to maintain for a soft-FM provider	• Completed
• Ensure consumable spend below £0.3m	• Ongoing



Section 7: workplace services



BWS	
Aim 3: Reduce labour cost leakage	
What Ensuring a clear understanding of the labour dynamics within the FM business. Focusing on getting the basics right in terms of cost, flexibility and access to labour	Why Labour cost makes up over 85% of the cost base of the FM business and is a key driver of competitiveness High vacancy rates and high turnover are systemic within the UK cleaning industry
Key deliverables	
What	When
• Continued focus on sickness levels within the FM workforce, specifically management training and working with colleagues who have high levels of frequent sickness	• Ongoing
• Introduce innovative, cost-effective and efficient approaches for high-volume recruitment	• Ongoing, Q1 focus
• Reduce levels of agency spend by a minimum of 30% to below £0.4m	• Ongoing



Case study: New FM business

Bristol Workplace is constantly looking for new opportunities within the Bristol area and has seen a good volume of organic growth within the BCC contract.

We have supplied our cleaning and security services to organisations such as the NHS, Banardos, Bottle Yard Studios and many local care and education premises. Since the transfer of facilities management services to Bristol Waste, we have delivered new or additional services to a further 22 clients. One such contract was with Fair Furlong Primary School. They were impressed with our safety ethos and commitment to providing a great service.

The new contracts have allowed us to create 15% more jobs within Workplace Services. In 2023, we will be tendering for larger opportunities to become the preferred supplier for FM services in Bristol and the surrounding areas.



Section 7: workplace services

BWS	
Aim 4: Grow commercial revenue	
What Build on recent growth and NSI accreditation to actively pursue 150% growth in external revenue	Why External revenues will generate additional profit and allow us invest in further growth
Key deliverables	
What • Develop a targeted strategy for growth in commercial customers	When • Q2
• Establish clear commercial bidding parameters and controls and quality bid documentation	• Q2
• Develop financial reporting and KPIs to enable us to actively monitor and measure performance against expectation	• Q3
• Refine SLAs to ensure continued customer satisfaction	• Ongoing

BWS	
Aim 5: Achieve cultural integration and colleagues feeling they are part of 'one BWC culture'	
What The focus for the FM business has been the managed integration of over 200 staff and ensuring they are compliant (e.g. DBS and rights to work checks carried out, mandatory training in place), working towards BWC standards (e.g. health & safety, sickness) and are clear what they have to deliver in their role. The next step is to focus on cultural alignment with the broader business	Why The culture is currently fragmented between the two businesses (waste and FM). This impacts on colleague engagement and reduces the potential for value-creating collaboration
Key deliverables	
What • Review the management structure and reporting lines for the business	When • Immediately
• Ensure that delegations and controls are in place, aligned and working effectively	• Q2
• Define and embed one set of common values	• Q2
• Ensure all aspects of the Employee Value Proposition (EVP) are consistently available and promoted across both aspects of our business	• Q3

Section 7: workplace services



BWS	
Aim 6: Grow revenue in partnership with BCC	
What As BCC face challenges from the current economic climate there are a range of opportunities for BWC to undertake contracts that can be passported under Teckal arrangements and retain profits within the BCC family, for example school cleaning, and HRA "Waking Watch".	Why Revenues will generate additional profit and allow us to invest in further growth or return dividend to the Shareholder. With BWC local focus we can ensure local job opportunities and community engagement
Key deliverables	
What • Develop a targeted strategy for growth after reviewing opportunities with the Strategic Client and BCC procurement	When • Q1
• Ensure BCC procurement are applying their existing procurement guidelines and understand passporting opportunities	• Q1



Section 8: financial plan

2023-24 Business plan financials - high level

The table below shows a high-level summary of our financial business plan for 2023-24. It shows comparison numbers against our forecast outturn for the current financial year 2022-23 and the 2023-24 forecast from our 2022-23 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 2023.

At company level our business plan shows a surplus for the year of £433k, but this is dependent on delivery of significant growth in our commercial waste and facilities management services. Both our main municipal waste and workplace services contracts are assumed not to be profit-making, and that is despite delivering savings of over £3m during next year.

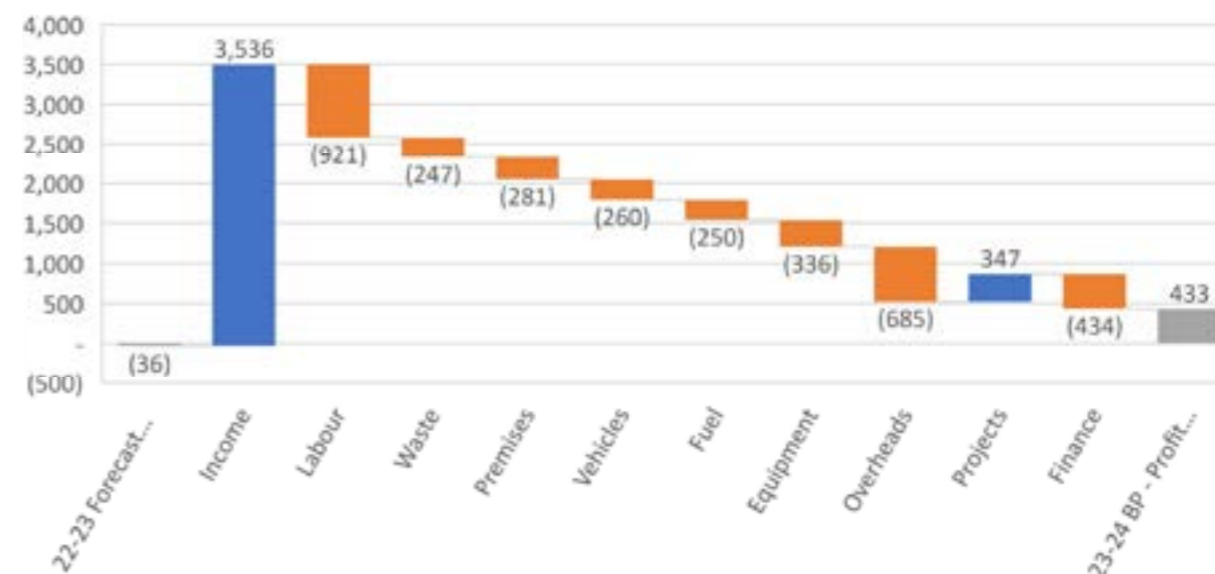
This plan is extremely challenging and there are significant risks to its achievement.

Company	2023-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
Contract Revenue - Fixed	43,434	70%	40,631	2,802	7%	41,246	2,188	5%
Contract Revenue - Variable	-	-	50	(50)	(100)%	-	-	-
FM Contract Revenue	5,808	9%	6,451	(643)	(10)%	6,938	(1,130)	(16)%
Recyclables Revenue	3,425	6%	4,394	(969)	(22)%	3,433	(8)	(0)%
BCC Recovery	-	-	-	-	-	-	-	-
Other Income	9,295	15%	6,899	2,396	35%	5,937	3,358	57%
Interest Income	-	-	0	(0)	(100)%	-	-	-
Total Revenue	61,961	100%	58,425	3,536	6%	57,554	3,278	6%
Cost of Sales								
Labour	32,887	53%	31,967	(921)	3%	29,821	3,066	(10)%
Waste Disposal	15,030	24%	14,783	(247)	2%	16,101	(1,071)	7%
Premises	1,805	3%	1,525	(281)	18%	1,389	417	(30)%
Vehicle and Fleet	5,085	8%	4,825	(260)	5%	4,810	275	(6)%
Fuel	2,624	4%	2,374	(250)	11%	1,673	951	(57)%
Equipment and Materials	1,571	3%	1,234	(336)	27%	1,137	434	(38)%
Total cost of sales	59,003	95%	56,708	2,295	4%	54,930	4,073	7%
Overheads	1,827	3%	1,142	(685)	60%	710	1,117	157%
Projects	-	-	347	347	(100)%	-	-	-
Finance and depreciation	698	1%	264	(434)	164%	677	21	3%
Overheads and Central	2,525	4%	1,753	(772)	44%	1,387	1,138	82%
Surplus / (deficit) (pre paymech)	433	0.7%	(36)	469	(1301)%	1,236	(803)	(65)%
Paymech	-	-	300			-		
Surplus after paymech	433		264			1,236		



Section 8: financial plan

High level movements 2022-23 vs 2023-24



Income

The movements in income can be attributed to a 5% uplift of our municipal waste contract along with additional income from contract related fees and charges which are approved separately by the Council. The full year effect of a weakening recycle market is reflected in our plan, but this is partly mitigated by improved commercial income (gross) assumed for both workplace and waste services. We have taken into account the Council's stretched target (as set out in its budget report) that £600k of third party income for the Council's IWF contract be paid over to them. There is a risk that we will not be able to achieve such an amount.

Labour

An inflationary increase is included for annual pay awards, and this has included assumptions on the impact of living wage uplifts. Although we have continued to be impacted by labour shortages in key areas, we target direct recruitment and reduced agency spend.

Waste

We anticipate waste disposal costs will fall, as inflationary uplifts should be more than offset by our targeted reductions in volumes of residual waste and further procurement efficiencies. The West of England residual waste disposal contract is however, anticipated to increase in line with current inflation, and this is reflected in our assumptions.

Premises

The plan assumes an inflationary uplift in costs, plus full year running costs of Hartcliffe Way. There have been some one-off savings in 22-23 which means the uplift appears higher than it actually is.

Vehicles and fuel

Increase in fleet costs can be attributed to inflationary pressures, plus additional maintenance costs, partly mitigated by a review of depreciation and other efficiency savings. Fuel costs continue to be volatile and this is reflected in our financial assumptions along with increased commercial activity.

Equipment

The increase in equipment and materials costs reflects inflationary pressures, the increases in commercial activity across workplace and waste operations and some costs associated with additional health and safety measures.

Overheads and Finance

The business plan includes additional costs of improved governance arrangements and the need to pay for ongoing costs of Bristol Holding, following the Council's decision to retain its current structure. We have included a small provision for additional project costs required to deliver our efficiencies, although many such costs are now included as business as usual.

Additional finance costs relate to full year depreciation of our contribution to the Hartcliffe HRR and financing costs for the Avonmouth development.

The table below and waterfall chart show the movement from our 22-23 forecast outturn to our draft 23-24 business plan.

22-23 Forecast outturn - Profit / (Loss)	(36)
Income	3,536
Labour	(921)
Waste	(247)
Premises	(281)
Vehicles	(260)
Fuel	(250)
Equipment	(336)
Overheads	(685)
Projects	347
Finance	(434)
23-24 BP - Profit / (Loss)	433



Section 8: financial plan

2023-24 Business plan financials - business divisions

This table shows our 2023-2024 split into main business divisions. We anticipate Commercial and FM will jointly contribute a profit of £750k to the overall business plan profit of £433k, showing the growth in our commercial operations.

	Municipal	Commercial	FM	Company
Revenue	£k	£k	£k	£k
Contract Revenue - Fixed	43,434	-	-	43,434
FM Contract Revenue	-	-	5,808	5,808
Recyclables Revenue	3,425	-	-	3,425
Other Income	1,078	6,811	1,406	9,295
Total Revenue	47,937	6,811	7,214	61,961
Cost of Sales				
Labour	25,231	1,807	5,850	32,887
Waste Disposal	11,362	3,615	54	15,030
Premises	1,742	31	33	1,805
Vehicle and Fleet	4,634	326	125	5,085
Fuel	2,373	168	83	2,624
Equipment and Materials	1,080	104	387	1,571
Total cost of sales	46,421	6,051	6,532	59,003
Overheads & Central	1,072	167	588	1,827
Projects	-	-	-	-
Finance and depreciation	694	3	-	698
Overheads & Central	1,766	170	588	2,525
Surplus / (deficit) (pre paymech)	(250)	590	93	433
Paymech - due from BCC (provisional)	-	-	-	-
Surplus after paymech	(250)	590	93	433



Section 8: financial plan

2023-24 Business plan financials - financial efficiencies

Over the last five years Bristol Waste has delivered £12m of efficiencies, with a further £3.1m already planned and in delivery for 2023-2024, ensuring we deliver within our means.

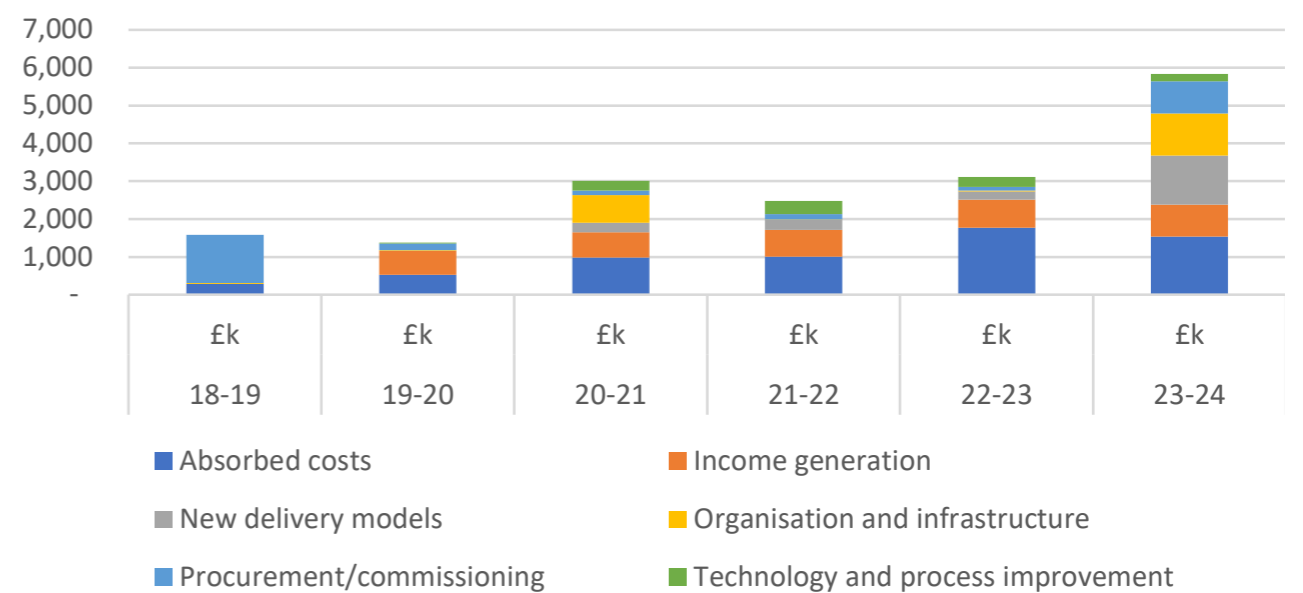
Key efficiencies include:

- the absorption of additional Bristol housing (£1.9m 2018 - 2024)
- Hartcliffe Way HRRC capital spend contribution and running costs
- renegotiated food disposal contract to allow additional tonnages to be disposed of at reduced rates (£2m 2018-2024)
- 2023-2024 forecast efficiencies include the full year operating costs of £750k for Hartcliffe Way HRRC, as well as:
 - service changes in street cleansing services to deliver a further £700k
 - service efficiencies and changes to workplace services to deliver £650k
 - changing the operational arrangements for HRRCs and Reuse shops
 - further back-office savings of over £475k
- the table (below) outlines the operational financial efficiencies delivered and forecast 2018 - 2024*

Financial Efficiencies Delivered and Forecast	18-19	19-20	20-21	21-22	22-23	23-24	Total
	£k	£k	£k	£k	£k	£k	£k
Absorbed Costs	288	531	981	1,003	1,766	1,541	6,110
Income Generation	-	627	667	707	747	843	3,591
New Delivery Models	-	-	251	261	221	1,295	2,028
Organisation and Infrastructure	18	18	730	20	21	1,115	1,922
Procurement / Commissioning	1,278	181	121	141	91	842	2,654
Technology and process improvement	-	20	265	350	265	200	1,100
Total	1,584	1,377	3,015	2,482	3,111	5,836	17,405

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

Financial efficiencies delivered and forecast





Section 8: financial plan

2023-24 Business plan financials - municipal

The table below summarises the municipal core contract financials comparing against forecast outturn and our previously published business plan. It shows a net loss for the year of £250k after delivery of efficiencies, reflecting the difference between inflationary cost pressures and the assumed municipal waste contract uplift of 5%. The 2022-23 position has included additional resources to offset the inflation uplift of the Council's West of England residual waste disposal contract on top of the 2.65% general provision we received for municipal waste.

This is a one year plan and we need discussions to agree a way ahead for 2024 and beyond. BWC will need clarity on the budget available for municipal waste in order to adjust the service specification to meet BCC funding envelope.

Municipal	23-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
Contract Revenue - Fixed	43,434	91%	40,631	2,802	7%	41,246	2,188	5%
Contract Revenue - Variable	-	-	50	(50)	(100)%	-	-	-
Recyclables Revenue	3,425	7%	4,394	(969)	(22)%	3,433	(8)	(0)%
BCC Recovery	-	-	-	-	-	-	-	-
Other Income	1,078	2%	1,011	67	7%	587	491	84%
Total Revenue	47,937	100%	46,086	1,850	4%	45,266	2,670	6%
Cost of Sales								
Labour	25,231	53%	24,607	624	(3)%	23,374	1,857	(8)%
Waste Disposal	11,362	24%	11,820	(458)	4%	13,008	(1,646)	13%
Premises	1,742	4%	1,406	336	(24)%	1,118	623	(56)%
Vehicle and Fleet	4,634	10%	4,389	244	(6)%	4,280	354	(8)%
Fuel	2,373	5%	2,143	229	(11)%	1,487	885	(60)%
Equipment and Materials	1,080	2%	827	253	(31)%	618	462	(75)%
Total cost of sales	46,421	97%	45,192	1,228	3%	43,886	2,535	6%
Overheads	1,072	2%	832	240	(29)%	453	619	(137)%
Projects	-	-	277	(277)	100%	-	-	-
Finance and depreciation	694	1%	222	472	(213)%	674	21	(3)%
Total overheads	1,766	4%	1,331	435	(33)%	1,126	640	(57)%
Surplus / (deficit) (pre paymech)	(250)	(1%)	(437)	187	(43%)	254	(504)	(198%)
Paymech - due from BCC (provisional)	-	-	300	-	-	-	-	-
Surplus after paymech	(250)	-	(137)	-	-	254	-	-

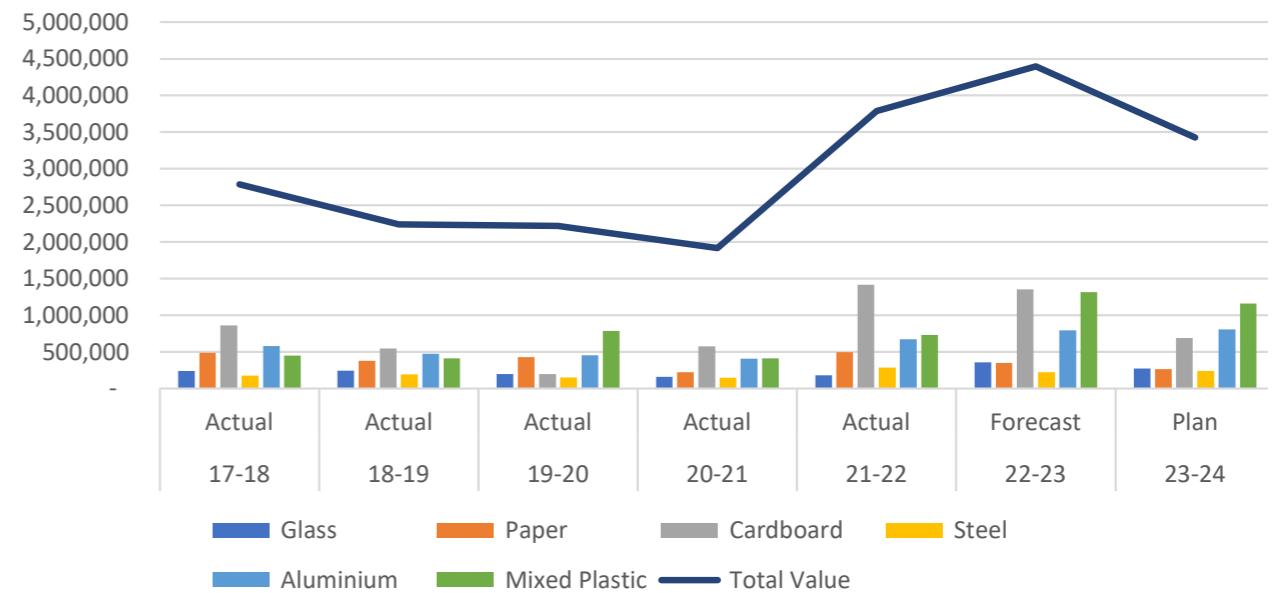


Section 8: financial plan

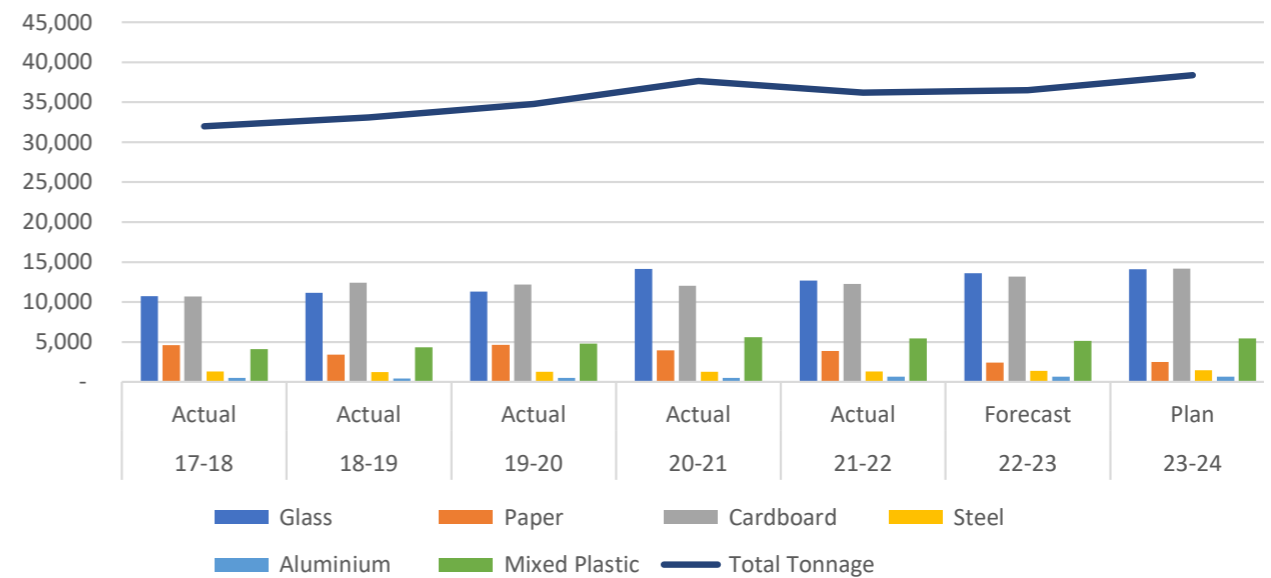
2023-24 Municipal supporting information - recycle income

Income by material	17-18	18-19	19-20	20-21	21-22	22-23	23-24
	Actual	Actual	Actual	Actual	Actual	Forecast	Plan
	£k	£k	£k	£k	£k	£k	£k
Glass	236	244	201	162	179	359	269
Paper	487	375	429	223	499	345	266
CardBoard	862	546	200	573	1,417	1,355	689
Steel	174	192	151	145	287	224	238
Aluminium	579	475	452	404	670	796	803
Mixed Plastic	447	408	784	409	733	1,315	1,161
Total Value	2,784	2,240	2,217	1,916	3,785	4,394	3,425

Recyclate Value



Recyclate Volumes





Section 8: financial plan

2023-24 Municipal supporting information - Paymech

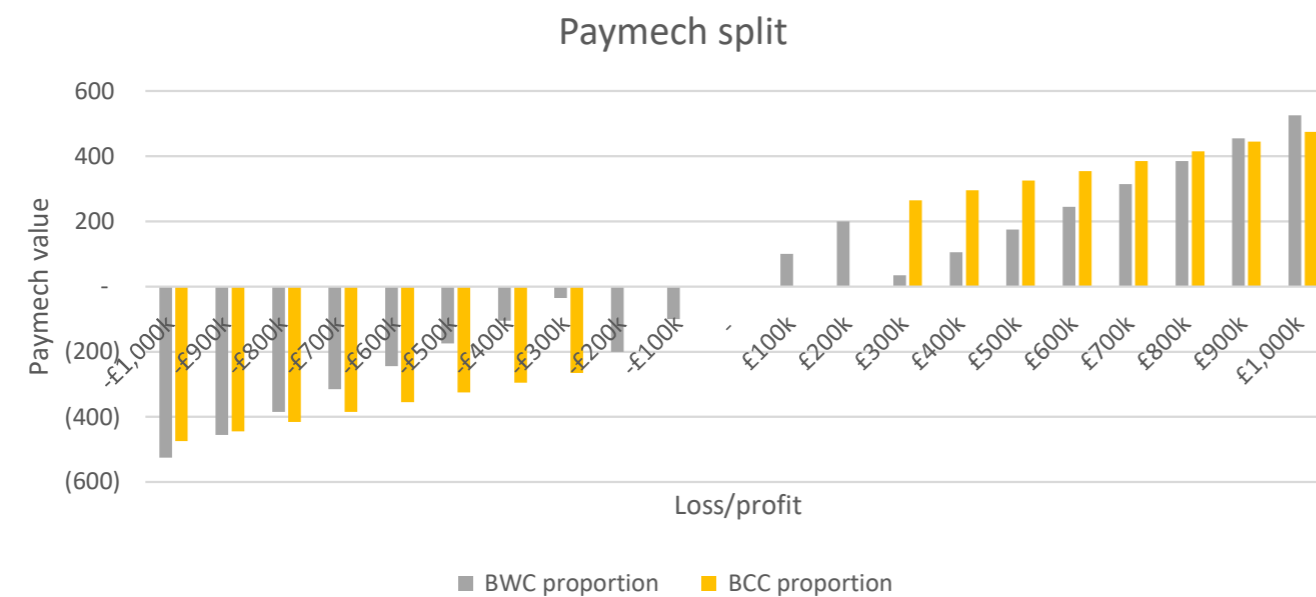
The Paymech in place is a risk/reward arrangement between Bristol Waste and BCC.

- 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 14%.
- 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											
	%	£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

2023-24 Business plan financials - commercial

Our commercial income is made up of a number of components:

- bulk waste from third party customers. This varies from small solo employee businesses to large commercial waste companies
- commercial bin collections from the businesses and other organisations
- BCC trade waste collections

Commercial	23-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue			Variance			Variance		
Other Income	6,811	100%	5,371	1,440	27%	5,288	1,523	100%
Total Revenue	6,811	100%	5,371	1,440	27%	5,288	1,523	29%
Cost of Sales								
Labour	1,807	27%	1,395	412	(30)%	1,354	452	(33)%
Waste Disposal	3,615	53%	2,811	804	(29)%	2,934	681	(23)%
Premises	31	0%	82	(51)	63%	129	(98)	76%
Vehicle and Fleet	326	5%	323	4	(1)%	250	76	(30)%
Fuel	168	2%	152	16	(10)%	104	64	(62)%
Equipment and Materials	104	2%	38	66	(172)%	83	20	(24)%
Total cost of sales	6,051	89%	4,801	1,250	26%	4,855	1,196	25%
Overheads	167	2%	128	39	(31)%	116	51	44%
Projects	-	-	-	-	-	-	-	-
Finance and depreciation	3	0%	39	(35)	91%	3	-	-
Total overheads	170	3%	167	4	(2)%	119	51	43%
Surplus / (deficit)	590	9%	404	186	46%	314	276	88%

Bulk waste offers 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. Completion of our Avonmouth development, with new sorting and shredding capacity, will significantly improve our waste processing commercial offer. Commercial waste collection continues to be a highly competitive market with lower margins – but our business plan aims to build on the successes over the last few years, targeting some £450k of new business.



Section 8: financial plan

2023-24 Business plan financials - Workplace Services

- 2022-23 has been a challenging year as the inflationary pressures on costs of providing services outstripped the fixed contract sum plus assumed efficiencies, and our ability to turn this part of the business around is dependent on ensuring we have an effective contractual relationship with the client, and delivery of further efficiencies as set out in Section 6 of this plan. However our commercial workplace services have been successful in providing a return that has enabled Workplace Services to break-even for the year. Going forward, with the right measures in place, we will see this part of the business become profitable from 2023-24.
- 2023-24 - the table below summarises the FM contract and commercial performance. Built into our assumptions on the main contract income with BCC are contractual inflationary uplifts for both 2022-23 and 2023-24 totalling some £558k, equating to 3.6% for 2023-24. Also assumed is a reduction of £600k for third party income which, as set out in the Council's budget report, is deemed to be a fixed liability for Bristol Waste, and relates to income that we get from providing services to other establishments transferred as part of the workplaces services contract. The £600k is higher than we currently achieve and risks being an additional cost to the business. During the year we will review each of these (there are some 200 separate agreements) with a view to assessing their viability.
- Our budget for 2023-24 also assumes some £650k of additional efficiencies and service changes impacting across cleaning, security and cash-in-transit services. Delivering these will be extremely challenging in the context of current contractual provisions, and so it is imperative that we conclude a fundamental review of this contract early in the new financial year. Despite these changes we estimate the loss on this contract to be some £70k.
- Our commercial workplace services assumption includes net growth of £50k (which will require securing over £500k of new business), and will mean our commercial workplace services operations contributing some £160k to our overall position of a £93k surplus.

FM	23-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
FM Contract Revenue	5,808	81%	6,451	(643)	(10)%	6,938	(1,130)	(16)%
Other Income	1,406	19%	517	889	172%	62	1,344	2183%
Total Revenue	7,214	100%	6,968	246	4%	6,999	214	3%
Cost of Sales								
Labour	5,850	81%	5,965	(115)	2%	5,092	757	15%
Waste Disposal	54	1%	153	(99)	65%	159	(105)	(66)%
Premises	33	0%	37	(4)	11%	142	(109)	(77)%
Vehicle and Fleet	125	2%	113	12	(10)%	280	(155)	(55)%
Fuel	83	1%	78	5	(7)%	82	1	2%
Equipment and Materials	387	5%	370	17	(5)%	435	(48)	(11)%
Total cost of sales	6,532	91%	6,715	(183)	(3)%	6,190	342	6%
Overheads	588	8%	182	406	(223)%	142	447	315%
Projects	-	-	70	(70)	100%	-	-	-
Finance and depreciation	-	-	3	(3)	100%	-	-	-
Total overheads	588	1%	255	333	(130)%	142	447	315%
Surplus / (deficit)	93	1%	(3)	97	3132%	668	(574)	(86)%

We are in the process of putting together a proposal for delivery of some of the Council's "Waking Watch" initiative. If successful this will in the short term improve the financial position set out above.

Section 8: financial plan

Investment Plans and Reserves

Avonmouth Phase 2

The development of Avonmouth, along with shredding facility are agreed capital investments from the 2021-22 and 2022-23 business plans, with agreement of a loan facility from BCC of £2.85m. The facility will support key business continuity for the company. Since its approval in March 2021 the costs of providing the Avonmouth facility, along with baler and sorter have increased, due to a number of factors and it will require additional capital investment of some £1.5m, which will be provided from BWC's cash reserves. This project is now progressing, and we will be looking to access the loan facility early in 2023, with completion scheduled for winter 2023.

Further to the £2.85m loan facility for the development of Avonmouth, we will need to consider alternative funding arrangements for remediation of the historic drainage issues at the site, which are estimated to be £500k.

In addition to this we are investing £500k in a waste shredder. Shredding will reduce vehicle movements, increasing operational efficiency, reducing transport costs and reducing our carbon footprint. It will also unlock commodities from within existing waste streams not currently economically viable to achieve. This will increase revenue/reduce costs through the picking line. Disposal costs of mattresses will be reduced following reduction in volume and providing a possible revenue from the steel constituent approximately 50% by weight. The shredder will be operational from early 2023.

Net cashable annual savings are estimated to be £204k, which includes prudent assessment of income from additional processing capacity

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 waste mining facility – 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 & Safety – walkways, lighting, signage, removal of uneven surfaces
- renewable energy sources included in design – solar panning
- improved office spaces for Bristol Waste staff.

Vehicle and Fleet

We will continue to review the need to replace aging vehicles and plant, each subject to business case – and where possible funded from our own cash reserves. However, the risk of ongoing losses on our municipal waste contract would limit our ability to invest and that means improvements and efficiencies will be harder to achieve.





Section 8: financial plan

Reserves

We have reviewed our medium term cash flows taking account of the need to utilise cash reserves to part finance Avonmouth and the shredder. Consideration will be given over the next 12 months on the replacement of the main refuse and recycling fleet, needed in 5 years' time, to ensure affordability.

High level cash flow £k	Budget 2023-24
Operating profit	433
Depreciation	2,745
Cash from operations	3,178
Capital purchases	5,900
Funding	2,950
Net cash generated in year	228
Estimated opening cash balance	5,500
Closing year bank balance	5,728
	5,728



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. Completion of the Avonmouth development in winter 2023 will provide opportunities to significantly improve these numbers with increased processing capacity. We are also exploring a number of other new opportunities, both with BCC and elsewhere, to further improve our workplace and waste commercial position.

Teckal

Teckal	23-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)		
	£k	% of income	£k	Variance £k	%	£k	Variance £k	%
Revenue								
Contract Revenue - Fixed	43,434	79%	40,631	2,802	7%	41,246	2,188	5%
Contract Revenue - Variable	-	-	50	(50)	(100)%	-	-	-
FM Contract Revenue	5,808	9%	6,251	(443)	(7)%	5,938	(130)	(2)%
Recyclables Revenue	3,425	6%	4,394	(969)	(22)%	3,433	(8)	(0)%
Bcc Recovery	-	-	-	-	-	-	-	-
Other Income	2,329	4%	2,390	(61)	(3)%	1,862	467	25%
Total Revenue	54,995	99%	53,715	1,280	2%	52,479	2,517	4%
Cost of Sales								
Labour	30,265	55%	30,563	298	(1)%	27,989	2,276	(8)%
Waste Disposal	12,054	22%	12,594	540	(4)%	13,804	(1,750)	13%
Premises	1,805	3%	1,491	(315)	21%	1,290	516	(40)%
Vehicle and Fleet	4,759	9%	4,538	(221)	5%	4,651	108	(2)%
Fuel	2,456	4%	2,227	(229)	10%	1,586	870	(55)%
Equipment and Materials	1,462	3%	1,219	(243)	20%	1,012	450	(44)%
Total cost of sales	52,801	96%	52,631	170	0%	50,331	2,470	(5)%
Overheads	1,646	3%	1,026	(620)	60%	594	1,052	(177)%
Projects	-	-	294	294	(100)%	-	-	-
Finance and depreciation	698	1%	225	(473)	210%	677	21	3%
Overheads and Central	2,344	4%	1,545	(799)	52%	1,272	1,073	84%
Surplus / (deficit) (pre paymech)	(149)	0%	(461)	(311)	68%	876	(1,026)	(117)%
Paymech - due from BCC	-	-	300	-	-	-	-	-
Surplus after paymech	(149)	-	(161)	-	-	-	-	-

Non-teckal

Non-teckal	23-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)=		
	£k	% of income	£k	Variance £k	%	£k	Variance £k	%
Revenue								
FM Contract Revenue	-	-	200	(200)	(100)%	1,000	(1,000)	100%
Other Income	6,966	100%	4,509	2,456	54%	4,075	2,891	71%
Interest Income	-	-	166	(0)	(100)%	-	-	-
Total Revenue	6,966	100%	4,709	2,256	48%	5,075	1,891	3%
Cost of Sales								
Labour	2,623	38%	1,403	(1,219)	87%	1,832	790	43%
Waste Disposal	2,977	43%	2,190	(787)	36%	2,297	679	30%
Premises	-	-	34	34	(100)%	99	(99)	(100)%
Vehicle and Fleet	326	5%	287	(39)	14%	159	167	105%
Fuel	168	2%	147	(21)	14%	87	81	93%
Equipment and Materials	109	2%	16	(93)	595%	124	(15)	(12)%
Total cost of sales	6,202	89%	4,077	2,125	52%	4,599	1,603	35%
Overheads	182	3%	116	(65)	56%	116	66	57%
Projects	-	-	53	53	(100)%	-	-	-
Finance and depreciation	-	-	39	39	(100)%	-	-	-
Total overheads	182	3%	208	26	(13)%	116	66	57%
Surplus / (deficit) (pre paymech)	582	8%	425	(157)	(37)%	360	222	62%





Glossary

ARAC	Audit, Risk and Assurance Committee	MRF	Materials Recycling Facility
ALB	Autumn Litter Blitz	NM	Near Misses
BCC	Bristol City Council	NSI	National Security Inspectorate
BHL	Bristol Holding Limited	PD	Property Damage
BICs	British Institute of Cleaning Science	PMO	Project Management Office
BWC	Bristol Waste Company	POE	Project Operational Excellence
COL	Cost of living	POPs	Persistent Organic Pollutants poisonous chemical substances that break down slowly and get into food chains as a result. These chemicals have been used in multiple waste streams that will impact our business from domestic upholstered furniture to WEEE. Legislation is tightening the requirements of treatment and disposal of materials containing these chemicals.
CAFM	Computer Aided Facilities Management		
Cage Sweep Team	Mobile, cage vehicle based team of driver team leader and operatives that cover manual sweeping, litter picking and litter bin emptying duties.	RDF	Refuse Derived Fuel
CRM	Customer Relationship Management	REPCo	Remuneration, EDI and People Committee
DEFRA	Department for Environment, Food, and Rural Affairs	ROSPA	Royal Society for the Prevention of Accidents
DRS	Deposit return scheme	RTI	Road traffic incidents
EDI	Equality, Diversity and Inclusion	SDGs	Sustainable Development Goals
EfW	Energy from Waste	SHEQ	Safety, Health, Environment and Quality
EPDs	Elderly Persons Dwelling	SIA	Security Industry Association
EPR	Extended producer responsibility	SMEs	Small to medium-sized enterprise
ESA	Environmental Service Association	Strategic Client	Commissioning Council client for municipal waste contract and work place services contract
EV	Electric Vehicle	Teckal	A "Teckal" company is the common name for a company which benefits from contracts for works, services or supply from its controlling Contracting Authority, in our case BCC
FM	Facilities Management	V&A	Violence and aggression
GBSC	Great Bristol Spring Clean	VCSE	Voluntary, community and social enterprise sector
GTL	Gas to liquid	WISH	Waste Industry Safety & Health Forum
HRA	Housing Revenue Account	WRAP	Waste and Resources Action Programme
HRRC	Household Reuse and Recycling Centre		
HSE	Health and Safety Executive		
ISO	International Organisation for Standardisation		
IOSH	Institution of Occupational Safety and Health		
LARAC	Local Authority Recycling Advisory Committee		
LTI	Lost Time Injury		
MTFP	Medium Term Financial Plan		
MRC	Mini Recycling Centres		



helping **Bristol Waste** nothing



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Report Title:		Board/Committee:	
BHL Board Commentary - BWC Business Plan		Overview and Scrutiny Management Board	
Agenda item:	Meeting date: 03/03/2023	Non-confidential	For information
Report author:	Chris Smith BHL - Interim Group Finance Director	Author contact details:	T: 07827 999214 Chris.Smith3@bristol.gov.uk
Executive Summary			
This Bristol Holding Ltd. (Holdco) Executive report provides a summary of Holdco Board assurance reviews and highlights key priorities, performance, and issues, relating to the Council's companies.			
Recommendations			
The Overview and Scrutiny Management Board is asked to: 1. <i>Note the commentary from the Bristol Waste business plan.</i>			
Link to Corporate Objectives			
<i>Effective governance, performance, and risk management arrangements.</i>			

1. Background and Context

- 1.1 The Business Plan for Bristol Waste (“BWC”) is scheduled to be considered by cabinet at a 7th March 2023 meeting. A summary is provided by Holdco as part of the Shareholder reporting process. This is provided in sections 2 below.

2. Bristol Waste

- 2.1 BWC is submitting a business plan for one year only, reflecting the particularly challenging business conditions caused by a combination of factors impacting on the cost of delivering key municipal waste services. A key assumption is that a more detailed review of potential efficiencies and services will be conducted in the coming months as part of a longer-term review beyond for the period beyond this 12 month business plan.

2.2 Please see Exempt Appendix D for more information.

- 2.3 Despite the above, BWC have taken on the key message of ‘living within your means’ and to achieve this, all services have been scrutinised with a view to delivering them as efficiently as possible. This has resulted in some services being scaled back, with the full engagement and input from the strategic client: indeed, BWC and the strategic client have closely together to reach a balanced cost-effective plan, whilst recognising BCC’s requirement not to substantially alter service levels, and we pay tribute to the level of co-operation between both

parties to pull together this plan.

2.4, 2.5 & 2.6 Please see Exempt Appendix D for more information.

2.7 The Business Plan includes an investment in Avonmouth and a new shredding facility. There is an existing cabinet approved loan of £2.85m (March 2021) to part fund updating the facility with a baler and sorter, which will support business growth in the waste recycling arena. This plan assumes the £2.85m will be applied for in the year, with an additional £1.5m investment from existing BWC reserves to be used in conjunction with the £2.85m from BCC.

2.8 Overall, the draft business plan assumptions indicate an overall surplus of £433k for the Company for the Financial Year 2023/24, with a loss of £250k from the Municipal business, offset by a £590k profit from the Commercial business and £93k from Workplace Services. Considering this is based on a total revenue of £61.9m

2.9 Please see Exempt Appendix D for more information.

2.10 Given the requirement to find savings and the need to achieve service reductions, the plan, as noted by BWC, is “extremely challenging and there are significant risks to achievement.” That said there are some opportunities which are not included in the draft Business Plan, such as future new contract opportunities like the ‘Waking Watch’ contract. There is also the potential for betterment against cost savings targets, which will be to the benefit of the BWC’s bottom line.

OSMB Presentation for Business Plan 2023/2024

Highlights from the last 12 months



Opened Hartcliffe Way HRRC & brilliant new Reuse Shop.

Successfully implemented a new HRRC booking system, receiving lots of positive feedback



Quality of Life Survey scores saw a 5% increase in resident satisfaction for the recycling service (up from 68% to 73%) and household waste service (up from 71% to 73%).



- Successfully launched Students on the Move, improving the street scene during the move out period.
- Achieved £540k (annualised) of new commercial waste sales.



- Delivered waste services to 1,500 additional properties with no additional funding.
- Delivered savings of £3.1m (totalling £12m in efficiencies over the last six years).



- Introduced improved recycling to flats, with 158 blocks now having food recycling, and nearly 28k properties receiving increased recycling.
- Reduced Waste to landfill to an average of 2%.



- Improved recycling and saw a reduction of 13% in household waste. Bristol has the lowest household waste rates and the highest recycling percentage of all the English core cities.

- Implemented the "Village Approach" to street cleansing, increasing satisfaction.
- Reduced complaints by 20%; 2099 complaints received in 2021 compared to 1674 in 2022.



Highlights from Workplace Services



- Reduced management overheads by £200k.



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- Increased our commercial revenues seven-fold
- Achieved National Security Inspectorate (NSI) accreditation for Guarding and Cash



- Colleague survey had a 74.5% response rate, strong improved scores with move to BWC, and 69% of staff felt there has been an improvement in training.

- Reduced sickness down from 9.2% to 6%
- Enhanced regulatory, health and safety and compliance requirements in place.



Corporate governance and stewardship improvements

- Bar one, a complete change of both the company's non-executive and senior leadership team. Fresh leadership has enabled changes to be made, including beginning a cultural change process
- Introduced new board committees, ARAC and REPCO, to enhance scrutiny.
- Launched our new Equality, Diversity and Inclusion Strategy and delivered training to 92% of workforce.
- Reviewed and revised our Trade Union Agreement.
- Started work on modernising company processes, delegations and internal controls.
- Substantial changes to our People function with the recruitment and launch of new HR business partner approach. There is planned continual development in how we support, develop and manage our people.
- Our journey to modernise processes and enhance our position as a leading waste company will continue in the next financial year, particularly looking at working practices.

Overcoming economic challenges

Like many organisations, we are currently experiencing economic challenges.

- Rising inflation, fuel, wage and consumable costs and labour market shortages have all had an impact. Our client and shareholder, Bristol City Council are also managing tightened public spending and have challenged us to 'live within our means' as they are unable to increase our contract in line with inflation.
- This has led to some difficult decisions and a significant impact on our plans for the business.
- In every decision our aim has been to limit the impact on the core services we deliver, on our staff and on the environment.



Why we have a one-year plan

- Bristol Waste produced a five-year plan which was submitted on 23 Dec 2022. The requirements of the council changed, requiring substantial amendments.
- Since then there have been numerous iterations of the financial plan and extensive dialogue with the Strategic Client.
- We are satisfied that this proposed plan aligns with the BCC Budget Plan. We understand the challenge of “living within our means” and have gone above and beyond to deliver it.
- The plan is extremely challenging and there are risks to achievement. The tough economic climate has forced us to make some difficult decisions. This has led to an agreed approach for 2023-2024 - further discussions will be needed for future years.
- Bristol Waste and BCC have agreed to discuss budget vs service requirements beyond 2023-2024 with discussions starting in May 2023.
- In light of all of these challenges, we were asked to provide a one-year plan only.

Our plan for the next financial year

Municipal Waste

- Work with the council to ensure introduction of new charges is achievable from 1 April 23 and delivers what is assumed in the Council's budget report. Invest in new facilities at Avonmouth to drive additional income/business.
- Trialling on street recycling bins.
- Trialling new approach to non-standard residential locations .
- Delivering and building on the success of Students on the Move.
- Complete flats recycling programme.
- Reduced but still beneficial Big Tidy programme

Workplace

- Ensure BCC & Bristol Waste have an effective contractual arrangement.
- Grow commercial revenue by <150%.
- Continue to deliver savings to BWC of £650k to remain within the current contract financial envelope.
- Discussions are taking place outside of the Business Plan regarding Waking Watch.

Commercial Waste

- Targeting £450k of new business.
- Grow the business in a controlled and sustained profitable manner.

Other changes taking place

Changes agreed with the council:

- Waste fees and charges (such as garden waste, DIY waste, replacement boxes and bins)
- Changes to all three HRRCs with opening hours reducing to five days a week, instead of seven
The reduction in opening hours will have minimal impact on the city as the schedules will be designed around the times we see highest demand. On average the HRRC usage is around 35%
- Remodel our street cleansing services with a focus on maintaining core services for the city. This has been a hard decision to make and will lead to a reduction in the cleansing frequency of semi-urban, residential and industrial areas of the city.
- Graffiti and fly-tip removal resources will also be reduced
- Productivity and efficiency improvements in key areas across workplace services.

Other areas of the business

All areas of the business are being reviewed for cost savings and efficiencies. As well as the proposed service changes we also plan to:

- provide leaner, more agile support services
- rationalise our systems and processes
- make better use of technology
- reduce our reliance on agency and overtime
- review contracts, profitability and increasing business in our commercial division
- continue to mine recyclate from waste stream to avoid landfill and reduce costs in this area
- develop shredding, baling, and sorting facilities in Avonmouth, increasing resilience and revenue potential
- explore the possibility of a pop-up city centre reuse shop
- charge developers for waste & recycling facilities
- adjust our depreciation policy increasing the useful life of assets and reflecting that in our financial assumptions
- review procurement opportunities across the business focussing on those that have the potential to generate the greatest gains
- exploit the commercial opportunities of Workplace Services
- improve sickness management process to reduce agency cost
- review fleet management arrangement to deliver efficiencies
- deliver fuel efficiencies.

2023-2024 Company Position

Company	2023-24 Business Plan		22-23 Forecast			23-24 (22-23 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
Contract Revenue - Fixed	43,434	70%	40,631	2,802	7%	41,246	2,188	5%
Contract Revenue - Variable	-	-	50	(50)	(100)%	-	-	-
FM Contract Revenue	5,808	9%	6,451	(643)	(10)%	6,938	(1,130)	(16)%
Recyclables Revenue	3,425	6%	4,394	(969)	(22)%	3,433	(8)	(0)%
BCC Recovery	-	-	-	-	-	-	-	-
Other Income	9,295	15%	6,899	2,396	35%	5,937	3,358	57%
Interest Income	-	-	0	(0)	(100)%	-	-	-
Total Revenue	61,961	100%	58,425	3,536	6%	57,554	3,278	6%
Cost of Sales								
Labour	32,887	53%	31,967	(921)	3%	29,821	3,066	(10)%
Waste Disposal	15,030	24%	14,783	(247)	2%	16,101	(1,071)	7%
Premises	1,805	3%	1,525	(281)	18%	1,389	417	(30)%
Vehicle and Fleet	5,085	8%	4,825	(260)	5%	4,810	275	(6)%
Fuel	2,624	4%	2,374	(250)	11%	1,673	951	(57)%
Equipment and Materials	1,571	3%	1,234	(336)	27%	1,137	434	(38)%
Total cost of sales	59,003	95%	56,708	2,295	4%	54,930	4,073	7%
Overheads	1,827	3%	1,142	(685)	60%	710	1,117	157%
Projects	-	-	347	347	(100)%	-	-	-
Finance and depreciation	698	1%	264	(434)	164%	677	21	3%
Overheads and Central	2,525	4%	1,753	(772)	44%	1,387	1,138	82%
Surplus / (deficit) (pre paymech)	433	0.7%	(36)	469	(1301)%	1,236	(803)	(65)%
Paymech	-		300			-		
Surplus after paymech	433		264			1,236		

Commentary

The table shows our company wide financial assumptions for next year compared to our forecast for the current year and what we said in last years' BP.

Our BP shows an overall surplus for the year of £433k but this requires us to deliver ambitious growth in our commercial waste and FM services.

Municipal Waste 23-24

Municipal	23-24 Business Plan		22-23 Forecast			23-24 (21-22 Business Plan)		
	£k	% of income	Variance			Variance		
Revenue			£k	£k	%	£k	£k	%
Contract Revenue - Fixed	43,434	91%	40,631	2,802	7%	41,246	2,188	5%
Contract Revenue - Variable	-	-	50	(50)	(100)%	-	-	-
Recyclables Revenue	3,425	7%	4,394	(969)	(22)%	3,433	(8)	(0)%
BCC Recovery	-	-	-	-	-	-	-	-
Other Income	1,078	2%	1,011	67	7%	587	491	84%
Total Revenue	47,937	100%	46,086	1,850	4%	45,266	2,670	6%
Cost of Sales								
Labour	25,231	53%	24,607	624	(3)%	23,374	1,857	(8)%
Waste Disposal	11,362	24%	11,820	(458)	4%	13,008	(1,646)	13%
Premises	1,742	4%	1,406	336	(24)%	1,118	623	(56)%
Vehicle and Fleet	4,634	10%	4,389	244	(6)%	4,280	354	(8)%
Fuel	2,373	5%	2,143	229	(11)%	1,487	885	(60)%
Equipment and Materials	1,080	2%	827	253	(31)%	618	462	(75)%
Total cost of sales	46,421	97%	45,192	1,228	3%	43,886	2,535	6%
Overheads	1,072	2%	832	240	(29)%	453	619	(137)%
Projects	-	-	277	(277)	100%	-	-	-
Finance and depreciation	694	1%	222	472	(213)%	674	21	(3)%
Total overheads	1,766	4%	1,331	435	(33)%	1,126	640	(57)%
Surplus / (deficit) (pre paymech)	(250)	(1%)	(437)	187	(43)%	254	(504)	(198)%
Paymech - due from BCC	-	-	300	-	-	-	-	-
Surplus after paymech	(250)	-	(137)	-	-	254	-	-

Commentary – Municipal Waste

- This table summarises our municipal waste core contract budget, comparing against forecast outturn for this year and what we said last year.
- It includes the full year running costs of Hartcliffe HRRC absorbed without any uplift to the contract.
- Despite delivery of over £2m additional efficiencies it shows a net loss of £250k for the year due to costs inflation being significantly in excess of the uplift in our contract with the council – with fuel costs alone running at £800k more than we budgeted for this year.
- Our efficiencies must be delivered from April.
- We need to agree a way ahead for 2024-2025 and beyond otherwise losses against this contract will continue to grow.

Commercial Waste 23-24

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Commercial	23-24 Business Plan		22-23 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	Variance			Variance		
£k			£k	%	£k	£k	%	
Other Income	6,811	100%	5,371	1,440	27%	5,288	1,523	100%
Total Revenue	6,811	100%	5,371	1,440	27%	5,288	1,523	29%
Cost of Sales								
Labour	1,807	27%	1,395	412	(30)%	1,354	452	(33)%
Waste Disposal	3,615	53%	2,811	804	(29)%	2,934	681	(23)%
Premises	31	0%	82	(51)	63%	129	(98)	76%
Vehicle and Fleet	326	5%	323	4	(1)%	250	76	(30)%
Fuel	168	2%	152	16	(10)%	104	64	(62)%
Equipment and Materials	104	2%	38	66	(172)%	83	20	(24)%
Total cost of sales	6,051	89%	4,801	1,250	26%	4,855	1,196	25%
Overheads	167	2%	128	39	(31)%	116	51	44%
Projects	-	-	-	-	-	-	-	-
Finance and depreciation	3	0%	39	(35)	91%	3	-	-
Total overheads	170	3%	167	4	(2)%	119	51	43%
Surplus / (deficit)	590	9%	404	186	46%	314	276	88%

Commentary – Commercial Waste

- 23-24 position assumes delivery of a 29% improvement on commercial turnover from what was assumed in last year's plan.
- We are aiming to deliver overall margins of over 8% - which will primarily be achieved through improved commercial processing – this requires investment in additional capacity.
- We will review our commercial operations as collections only generate relatively low margins and operate in a highly competitive market.

Workplace Services 23-24

(includes BCC FM and commercial FM)

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FM	23-24 Business Plan		22-23 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
Revenue								
FM Contract Revenue	5,808	81%	6,451	(643)	(10)%	6,938	(1,130)	(16)%
Other Income	1,406	19%	517	889	172%	62	1,344	2183%
Total Revenue	7,214	100%	6,968	246	4%	6,999	214	3%
Cost of Sales								
Labour	5,850	81%	5,965	(115)	2%	5,092	757	15%
Waste Disposal	54	1%	153	(99)	65%	159	(105)	(66)%
Premises	33	0%	37	(4)	11%	142	(109)	(77)%
Vehicle and Fleet	125	2%	113	12	(10)%	280	(155)	(55)%
Fuel	83	1%	78	5	(7)%	82	1	2%
Equipment and Materials	387	5%	370	17	(5)%	435	(48)	(11)%
Total cost of sales	6,532	91%	6,715	(183)	(3)%	6,190	342	6%
Overheads	588	8%	182	406	(223)%	142	447	315%
Projects	-	-	70	(70)	100%	-	-	-
Finance and depreciation	-	-	3	(3)	100%	-	-	-
Total overheads	588	1%	255	333	(130)%	142	447	315%
Surplus / (deficit)	93	1%	(3)	97	3132%	668	(574)	(86%)

Commentary – Workplace Services

- 23-24 position assumes delivery of a small surplus from the growth in our commercial activities.
- Our core contract with BCC requires significant efficiencies and there is very little inflation uplift in the contract.
- The Business Plan assumes a stretch target of £600k related to third party income.
- We have assumed delivery of some £650k efficiency savings (11% of turnover), from 1 April 23.
- Our commercial FM work is doing well and we have ambitious growth targets for 2023-24.

Reserves

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High level cash flow £k	Budget 2023-24
Operating profit	433
Depreciation	2,745
Cash from operations	3,178
Capital purchases	5,900
Funding	2,950
Net cash generated in year	228
Estimated opening cash balance	5,500
Closing year bank balance	5,728
Proposed fleet replacement 2027-28 (extended one year)	
	5,728

Commentary – Reserves

- We have reviewed our medium-term cash flows taking account of the need to utilise cash reserves to part finance Avonmouth and the shredder. Consideration will be given over the next 12 months on the replacement of the main refuse and recycling fleet, needed in 5 years' time, to ensure affordability.
- This table demonstrates that despite the challenges outlined in this presentation, Bristol Waste is financially resilient, and will remain so as long as we are able to agree the changes required for 2024/25 and beyond.

Any questions?

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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