

Neighbourhoods Scrutiny Commission Agenda



Date: Thursday, 7 July 2016

Time: 10.00 am

Venue: Committee Room, City Hall, College Green,
Bristol, BS1 5TR

Distribution:

Councillors: Paul Goggin, Martin Fodor, Carole Johnson, Fi Hance, Steve Jones, Matt Melias, Marg Hickman, Jo Sergeant, Mhairi Threlfall, Anthony Negus and Jon Wellington

Copies to: Alison Comley (Strategic Director - Neighbourhoods), Lucy Fleming, Tracey Morgan, John Readman (Strategic Director - People), Becky Pollard (Director - Public Health), Di Robinson (Service Director - Neighbourhoods), Tom Oswald, Netta Meadows (Service Director Strategic Commissioning), Kate Murray, Mary Ryan, Steven Barrett, Gillian Douglas, Pam Jones, Mark Wakefield (Service Manager - Performance & Infrastructure), Claire Lowman, Gemma Dando, Jeremy Livitt, Romyne de Fonseca (Policy Advisor) and Cathy Mullins (Interim Service Director Policy, Strategy and Communications)

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Date: Wednesday, 29 June 2016



Agenda

1. Welcome, Introductions and Safety Information

2. Apologies for Absence

3. Election of Vice-Chair

Members are requested to elect a Vice-Chair for the 2016/17 Municipal Year.

4. Declarations of Interest

To note any declarations of interest from 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 declaration of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

5. Minutes of the Previous Meeting

To confirm the Minutes of the meeting held on 11 April 2016 as a correct record. **(Pages 4 - 11)**

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 democratic.services@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 1 July 2016**.

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 6 July 2016**.



7. Annual Business Report

To consider the annual business report.

(Pages 12 - 15)

8. Service Director Introductions

10.30 am

9. Neighbourhoods 2015/16 - Q4 Performance Report

To consider the latest performance update.

11.00 am

(Pages 16 - 29)

10. Draft Cabinet report - Proposals for future waste collection, street cleansing and winter maintenance service

To consider and comment on this draft Cabinet report.

11.30 am

(Pages 30 - 89)

11. Draft Cabinet report - Adoption of Bristol Waste Company Business Plan

To consider and comment on this draft Cabinet report.

(Pages 90 - 95)





Agenda Item No:

Bristol City Council
Minutes of Neighbourhoods Scrutiny Commission
Monday 11th April 2016

Councillors: Denyer, Fodor, Hickman, Lovell (Vice-Chair) and Negus (Chair)

Assistant Mayors in attendance: Councillor Hance

Officers in Attendance:-

Alison Comley (Strategic Director Neighbourhoods), Claire Lowman (Health Improvement Specialist), Kathy Derrick (Environment Team Manager), Gillian Douglas (Interim Service Director – Clean and Green), Di Robinson (Service Director – Neighbourhoods and Communities), Gemma Dando (Service Director – Neighbourhoods), Hayley Ash (Area Neighbourhood Manager), Mark Wakefield (Service Manager – Performance and Infrastructure), Tom Oswald (Executive Assistant) and Jeremy Livitt (Democratic Services Officer)

125. Apologies for Absence and Substitutions (Agenda Item 1)

Apologies were received from the following:

Councillor Harvey
Councillor Milestone
Councillor G Morris
Councillor Radice – Assistant Mayor

126. Public Forum (Agenda Item 2)

No Public Forum items were received.

127. Declarations of Interest (Agenda Item 3)

There were no Declarations of Interest.

128. Minutes of Neighbourhoods Scrutiny Commission – 21st March 2016 (Agenda Item 4)

Resolved – that the minutes of the above meeting be confirmed as a correct record and signed by the Chair subject to the following amendments:

(1) references in Minute Number 118 to Bristol Active Sports and Recreation” be altered to read “Bristol Sports and Active Recreation” and “Partnership for Sport” be altered to read “Bristol Partnership of Sport and Active Recreation”

(2) references in Minute Number 118 to “West of England Partnership” be altered to read “Wesport”

(3) Paragraph 3 of Minute Number 121 be altered to include a reference to a need for indicators at key dates to be incorporated into the performance targets

Action: Jeremy Livitt

129 Action Sheet – 21st March 2016 (Agenda Item 5)

Members noted progress against the Action Sheet.

The following additions were agreed:

Include a reference to the requested action to investigate the fact that the paperwork for the meeting was not included on the Bristol City Council website

Action: Jeremy Livitt

Inclusion of the reference to the drop in indicators (Minute Number 121 above)

A note that key actions contained for Agenda Item Numbers 7 (New Active Sports Partnership), Libraries Update (Agenda Item 8), Waste Inquiry Day Action Plan (Agenda Item 9) and Bristol Waste Company Performance Report – see addition above (Agenda Item 10) all to be implemented as soon as possible with Agenda Item 7 and 10 to be done at a later date as soon as possible

Action: Alison Comley/Guy Price/Di Robinson/Kate Murray/Gemma Dando/Tracey Morgan

130. Chair’s Business (Agenda Item 6)

The Chair pointed out that the information discussed at the Supermarket Evidence Session on Monday 22nd February 2016 had been reported at the Sheffield Waste Group Core City meeting where it had been agreed that there would be regular conversations between core cities on supermarkets. It was extremely encouraging to see that there had been progress on this and it was important that the actions arising from this session should be robust and action pursued.

A Committee member pointed out the importance of also keeping the British retail Association involved in the process.

Resolved – that the recommendations arising from 22nd February 2016 “Dealing with Waste” Evidence Session (Agenda Item Number 8) are included as an item for discussion to consider for inclusion on 2016/17 Work Programme.

Action: Jeremy Livitt

131. Food Update (Agenda Item 7)

Members noted this report which had been submitted in response to issues that he been raised by members at 18th December 2015 Scrutiny meeting.

Officers drew attention to the work that Bristol City Council was carrying out concerning the Food Policy Council (which met quarterly) and to the role of the Bristol Food Network in this process. It was noted that the Bristol Officers’ Food Group met every 6 weeks. Officers also pointed out the importance of the recent catering mark that Bristol City Council had received for school meals which would allow an assessment of the value that the Council was getting. There was an opportunity to influence nutrition in schools and early years, including through the Healthy Schools Programme of which 65% was based in the most deprived areas.

Members’ attention was also drawn to the fact that Bristol City Council had recently received a sustainable free city silver level award

In response to a member’s question, officers also indicated that they were happy to work with and to facilitate work to increase the number of allotments (Paragraph 8.7 of the Food Action Plan). Whilst previous work had tended to be quite reactive, work was now being carried out to develop a proactive sustainable policy.

Councillors made the following comments:

- (1) It was important that work carried out in this area should acknowledge the fact that most people in the city bought food on the basis of price and accessibility;
- (2) People needed to be supported in making better food choices;
- (3) Statutory engagement with schools was important in view of the increased risks to school catering likely to occur as a result of the Academy plans;
- (4) The targets for reduction of wasted food and food waste for 50% reduction of food businesses and ultimately 100% of local businesses (Section 10 of the Food Plan) were very challenging – the possibility of offering a collection service to help meet these targets needed to be considered;
- (5) Both city-wide and Neighbourhood Partnership targets were important to meet the required targets.

Action:

- (1) The Chair agreed to write to the representatives of the 8 supermarkets to request that they contact the Food Policy Council concerning the request for a Supermarket Representative to be represented there**
- (2) Officers to provide an overview on setting out the detail on all food-related contracts in the city.**

- (1) Councillor Anthony Negus/Claire Lowman/Kathy Derrick**
- (2) Claire Lowman/Kathy Derrick**

132. Report on The “Dealing With Waste” Evidence Session – 22nd February 2016 (Agenda Item 8)

Members noted the previously agreed next steps for this issue (Agenda Item 6 – Minute Number 130). They noted the work of the LGA and of the 2006 Courtauld commitments.

In addition to the verbal responses given by Supermarket representatives, the Chair also drew attention to some of the key points raised in a number of the written submissions. He drew attention to the fact that some supermarkets were taking some measures independently of each other (ie use of lorries) when they could be working co-operatively as in other industries – for example, Shipping Companies.

A Councillor pointed out that a key element of this process would be linking to particular bodies in this issue, such as the Food Policy Council (ie the Answers to Questions 18) and Local Planning Authorities (Answers to Question 20).

Action:

- (1) that the recommendations arising from 22nd February 2016 “Dealing with Waste” Evidence Session (Agenda Item Number 8) are included as an item for discussion to consider for inclusion on 2016/17 Work Programme (see Agenda Item 6 above – Minute Number 130**
- (2) that the various bodies involved in actions arising from this piece of work (ie Food Policy Council, Local Planning Authority) are also included within the appropriate sections of the document**

- (1) and (2) Tom Oswald**

133. Update on Neighbourhood Partnership Plans (Agenda Item 9)

The Scrutiny Commission received an update on the Neighbourhood Partnership Plan City Wide priorities.

Officers confirmed that, as the meeting was taking place in the pre-election period, the report concentrated on the role of Neighbourhood Plans rather than the future

of Neighbourhood Partnerships. In response to a member's question, officers confirmed that the issue of social isolation had been addressed within the health priority as it was considered the best way of delivering in this area. Officers pointed out that social isolation was a priority in 10 of the Neighbourhood Partnership areas.

Members' attention was also drawn to the extensive work that had been carried out over some time to obtain a detailed breakdown of priorities, as a result of which three quarters of work now took place through Neighbourhood Plans which made it far easier to get change.

In response to Councillors' questions, officers made the following comments:

- (1) Legal advice was being obtained concerning the phrasing of the original agreement (ie the use of the word "ward") prior to funding being assessed in view of the forthcoming changes to single, two Councillor and three Councillor wards. It was noted that the word ward was only referred to in the original document concerning Well Being funding, not other types of funding. The issue of determination of resources according to need had been acknowledged but all significant change would need to be made at Full Council;
- (2) Resources were being targeted in those areas which were most likely to change behaviour ie through the use of social media and more effective enforcement with accompanying training. Papers had not always reported positive stories in this area – greater enforcement and demonstration of making an impact were important which would save money in the longer term

Councillors made the following points:

- (3) It was important that discussion concerning the need for resources to tackle deprivation should continue, particularly for some aspects of NP work (ie Parks);
- (4) Engagement with the Police was important since their structures often mirrored those of Bristol City Council.

Action: Not Applicable

Resolved – that the report be noted.

134. Quarter 3 Performance Report for 2015/16 (Agenda Item 10)

Members noted the performance report for Quarter 3 of 2015/16. Officers confirmed that Quarter 4 would be reported to the earliest meeting in 2016/17 Municipal Year for which they were available.

In response to members' questions, officers made the following points:

- (1) OSM's role in future concerning performance would be to examine any issues escalated to them by a particular Scrutiny Commission;

- (2) There had been recruitment difficulties concerning housing officers since it was a challenging job. There had already been extensive attempts to fill vacancies from existing staff whose posts had been lost but in many cases they did not have the correct skill set to deal with people who in many cases had quite challenging needs. Agency staff had been used to fill vacancies in certain situations. Consideration had been given to redesigning the Estate Management Team to help address this problem. In response to a request, the Strategic Director agreed to provide details of the levels of agency staff and the funding for them
- (3) It was acknowledged that putting ASB and Hate Crime together in a performance target was not helpful since these issues did not always overlap;
- (4) The Quality of Life data had now just been released so the information for Clean and Green Performance Targets would be included in future.

Councillors made the following comments:

- (5) There were certain strategic elements of performance which OSM monitored. However, some individual performance markers would need to be linked to each relevant Scrutiny Commission;
- (6) One possible solution to the difficulty of recruitment of Housing Officers was the use of the HRA for the Council to employ its own Mental Health support workers;
- (7) The reasons where performance targets had not been met needed to be made more clear in certain situations (ie NH586 – Percentage of Nuisance Complaints Resolved Within 6 Months);
- (8) A commitment to a unified budget would help improve performance;
- (9) The reduction in the staff in the noise team from 6 to 3 had impacted on performance – there needed to be a greater drive towards a technology based approach. Officers pointed out that, due to concerns that had been expressed about the impact on tenants, an agreement was now in place to fund additional staff in this area for 12 months

Action: Alison Comley (Paragraph 2)

Resolved – that the report be noted.

135. Neighbourhoods Risk Register – March 2016 (Agenda Item 11)

Officers introduced this report setting out details of the Neighbourhoods Risk Register as at March 2016. It was confirmed that the main differences from the previous register in August 2015 were in respect of Waste Management, Public Health, Health Protection and Food Safety Inspections.

In response to Members questions, officers confirmed that work was being carried out to reduce the current knowledge skills and expertise gap in particular areas of contract management. In addition, a new risk had been added concerning the risk of trees falling following a recent incident involving a member of staff.

Resolved – that the report be noted.

136. Byelaws for Parks and Green Spaces (Agenda Item 12)

Members considered a report which sets out details of the consultation process to adopt byelaws for Parks and Green Spaces in Bristol and the timescales involved. It was noted that it was intended to sign off the report at 19th July 2016 Full Council meeting. It was noted that, during the consultation process, the public had indicated that they would like it to cover as many parks and green spaces as possible – 24 byelaws had been drafted and had been sent to the Department for Communities and Local Government (DCLG) to ensure they were robust and evidence-based.

In response to a Councillor's question, officers confirmed that the DCLG were supportive of the local approach on this issue.

Councillors made the following points:

- (1) The report needed to clarify what restrictions on foraging for blackberries were, since one of the byelaws would relate to this;
- (2) Since approximately 50% of people had indicated they would like the ability to have barbecues very widely, a lasting solution to this issue needed to be considered. Officers indicated that, whilst this was correct, there were 32% of people who disagreed – issues such as disposal and damage to the ground needed to be considered.

The Commission agreed that, in addition to the two proposals for future action set out at the bottom of Page 157 of the report, the 6 additional issues identified at the bottom of the "external" heading at the top of this page are incorporated as a third proposal for future action.

Resolved – that the action agreed above be implemented.

Action: Gillian Douglas

137. Review of 2015/16 Work Programme (Agenda Item 13)

The review of the 2015/16 Work Programme was noted.

Action: Not Applicable

138. Work Programme (Agenda Item 14)

Members noted the Work Programme

Resolved – that the report be noted.

139. Date of Next Meeting (Agenda Item 15)

It was noted that this was the last meeting of the current Municipal Year.

CHAIR

The meeting finished at 12.10pm.

Neighbourhoods Scrutiny Commission 7 July 2016



Report of: Interim Service Director, Legal & Democratic Services

Title: Neighbourhoods Scrutiny Commission Annual Business Report 2016/17.

Ward: N/A

Officer Presenting Report: Jeremy Livitt
Contact Telephone Number: 0117 92 23758

Recommendations

1. To note the Board's Terms of Reference;
2. To confirm the meeting dates for the Board in 2016/17.

The significant issues in the report are:

As set out in text boxes below.

Policy

1. N/A

Consultation

2. Internal
N/A

3. External
N/A

Context

4. N/A

Proposal

5. N/A

Other Options Considered

6. N/A

Risk Assessment

7. N/A

Public Sector Equality Duties

8. Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic

that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);

- encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Context and Proposal

Terms of Reference of the commission

At its meeting on 31 May, 2016 Full Council established this commission with the following terms of reference:

Overview

The role of the commission is the overview and scrutiny of matters relating to the Neighbourhoods Directorate including environment and leisure, housing delivery, crime and disorder (including the statutory scrutiny function), recycling, waste and environmental issues, neighbourhoods, and public health.

Functions

1. To ensure that overview and scrutiny directly responds to corporate and public priorities, is used to drive service improvement, provides a focus for policy development and engages members of the public, key stakeholders and partner agencies.

2. To develop an annual work programme within the total of ten meetings per year allocated to the commission which concentrates on limited areas for in depth review (including the appointment of time limited task and finish groups to facilitate this e.g. Select Committees, Working Groups, Inquiry Days) using the following framework:

- (a) Scrutiny of corporate plans and other major plan priorities with particular reference to those areas where targets are not being met or progress is slow;
- (b) Input to significant policy developments or service reviews;
- (c) Review and scrutinize decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Executive, and functions which are the responsibility of any other bodies the Council is authorised to scrutinise

3. To make reports and recommendations to Full Council, the Mayor/Executive and/or any other body on matters within their remit and on matters which affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.
4. To work in collaboration with the Mayor/relevant Executive Member and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.
5. To report on a quarterly basis to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.

The Commission is asked to note its terms of reference as agreed by Full Council (recommendation 1)

Dates and times of meetings.

Dates for meetings in 2016/17 are recommended as follows:

- 6 pm to 9 pm on Monday 12th September 2016
- 6 pm to 9 pm on Monday 17th October 2016
- 10 am to 1 pm on Friday 25th November 2016
- 6 pm to 9 pm on Monday 19th December 2016
- 2 pm to 5 pm on Thursday 26th January 2017
- 10 am to 1 pm on Friday 24th February 2017
- 10 am to 1 pm on Friday 31st March 2017
- 10 am to 1 pm on Monday 24th April 2017

The commission to confirm its meeting dates in 2016/17 (Recommendation 2)

Legal and Resource Implications

Not applicable.

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.

Neighbourhoods Scrutiny

7th July 2016



Report of: Strategic Director, Neighbourhoods

Title: Neighbourhoods 2015/16 - Q4 Performance Report

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the Neighbourhoods Performance Report for Quarter 4 of 2015/16

Summary

The report and appendices are a summary of the main areas of progress towards delivery of the Corporate Plan 2014-17.

The significant issues in the report are:

The most significant highlights, milestones and performance issues are contained within the Neighbourhoods 2015/16 Quarter 4 Performance Report (Appendix A)



Policy

1. *not applicable*

Consultation

2. **Internal**
Directorate Leadership Team and Strategic Leadership Team
3. **External**
not applicable

Context

4. The mayoral themes formed the basis of the Corporate Plan 2014/17 that was agreed at Full Council on 22nd July 2014. A suite of measures of success (including both performance indicators and key projects) have subsequently been agreed to determine progress towards the strategic objectives identified with the Corporate Plan. This report contains performance metrics representing the Neighbourhoods Directorate's contribution to this Plan.

Appendix A (Neighbourhoods 2015/16 Quarter 4 Performance Report) reports on key measures in delivering the Corporate Plan, and can be summarised as follows:

- Of the 43 PIs and projects for which data was available in Q4, 17 are currently on or above target, with 26 below or well below target.
- The direction of travel (comparing performance against the previous year) for 18 of the PIs in the report has improved since the same period last year, with 18 going in the wrong direction. One has remained the same, with 7 measures being new and therefore not able to show a direction of travel this year.

Headline findings for Quarter 4 reporting:

- Waste sent to landfill is showing as well below target, however is performing better than last year. This is solely to do with targets having being set based on the initiation of a new contract which had subsequently been delayed.
- Planned food interventions remain at a low level (37%), primarily due to the service carrying a large backlog.
- The life expectancy gap between both men and women living in deprived & wealthy areas of the city widened this year.
- Levels of engagement with community development work continues to exceed expectations and performed well above target.
- There continues to be a steady rise in the number of people accessing Bristol's leisure centres and swimming pools.

Proposal

5. Neighbourhoods Scrutiny Commission is asked to note the contents of the summary report.

Other Options Considered

6. *n/a*

Risk Assessment

7. *n/a*

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Legal and Resource Implications

Legal

n/a

Financial

(a) Revenue

n/a

(b) Capital

n/a

Land

n/a

Personnel

n/a

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

none

Key: Direction of Travel in last 12 months

Improved (>10%)			Worsened (>10%)
Improved (<10%)			Worsened (<10%)
Static (0.5% change)			Greyed out arrow shows last comparable direction of travel (for annually reported metrics)

Public Health

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Barbara Coleman	BCP001	Reduce the rate of alcohol related hospital admissions per 100,000 population	SLT	Quarterly	n/a new criteria	2,800		1,478 (Q2 figure) 2,956 (Q4 estimate)	Bristol has a provisional rate of 385 per 100,000 compared to 300 per 100,000 for England. A draft alcohol strategy action plan has been produced which covers three workstreams; increase individual and collective knowledge about alcohol and change attitudes towards alcohol consumption (prevention led by public health); provide early help, interventions and support for people affected by harmful drinking (treatment and liver disease pathway, jointly led by CCG and Safer Bristol); create a safe environment (led by Licensing and police). <i>We still only have data up to Q2 2015/16 and it is still provisional. Q4 Forecast (based on Q2 provisional) is below target at 2956 - this is a slight improvement on 2014/15 OT (2,996).</i>
Page 20 Williams	BCP002	Reduce the percentage of children in year 6 with height and weight recorded who are obese	SLT	Annual	19.3%* (2013/14 school year)	19.1%		20.4% (2014/15) (below target)	2014/15 data has been published and the percentage of year 6 pupils with height and weight recorded as obese has increased to 20.4%. This does not represent a statistically significant increase over 2013/14 (19.3%) or 2012/13 (19.8%) therefore may be partly the product of natural random variation between year groups, and partly due to increased coverage with more children being measured than in previous years (and more of the children who are very overweight being included in the sample). In England as a whole 19.1% of year 6 pupils measured were very overweight, as was the case in 2013/14. This year, the prevalence of obesity in Bristol is higher than the national average. There are considerable inequalities across the city, and we target our child weight management services to areas of highest need. Early Years settings and the Healthy Schools Programme are working throughout the city to promote healthy eating and physical activity. We will be developing a local healthy weight strategy, working jointly with partners including the CCG, taking account of the national childhood obesity strategy which is due for publication in mid 2016.
Jackie Beavington	BCP003a	Reduce the prevalence of smoking amongst people aged 18 and over	SLT	Annual	18.2%* (figures for 2013, latest available data)	18.0%		18.9% (2014 figures) (below target)	Reducing smoking prevalence requires a multi-faceted approach. We continue to tackle illegal tobacco which is the greatest factor in uptake of smoking in young people, and keeps adults smoking. The new legislation around smoking in cars with children present is now implemented. We continue to support Healthy Living Pharmacies, GP Practices and Community Providers (Healthy Living Centres) to deliver quality stop smoking services, and are actively providing support to smokers wishing to use an e-cigarette to quit smoking. At the end of Q4 , we achieved 57% of our stop smoking target (although not all figures have been completed) . Our main priority this year is to target areas of high deprivation where health outcomes (linked to smoking) are poorest .
Viv Harrison	BCP004a	Reduce the life expectancy gap between men living in deprived & wealthy areas of the city	SLT	Annual	8.9 years* (2011 - 2013 data)	8.8 years		9.6 years (2012-2014) (below target)	The life expectancy gap between men in the most and least disadvantaged deciles of the Bristol population, has shown no improvement in the last decade. Essentially, although life expectancy has seen a gradual improvement, we are not seeing a reduction in inequalities in health within the city and this is likely to reflect the persistent deprivation seen within areas of Bristol as evidenced by recently published deprivation scores. A briefing paper was produced for the CCG in 2015 outlining some of the key actions required to address premature mortality and inequalities including more aggressive reduction in smoking and raised blood pressure, as well as addressing obesity, harmful alcohol intake, diabetes and salt intake. Public Health Bristol has programmes to address these and other lifestyle issues, and services although universal, are always targeted to those with greater need. We have been challenged to take a 'radical upgrade to prevention' and this will be a key component of the BNSSG Sustainability and Transformation Plan and will be reflected in the wider prevention plan to be developed in 2016 (which will include developments such as Make Every Contact Count and a new healthy lifestyles service). Further analytical work will be undertaken to explore the inequalities in both life expectancy and in healthy life expectancy through the enhanced JSNA for Bristol.

Public Health cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Viv Harrison	BCP004b	Reduce the life expectancy gap between women living in deprived & wealthy areas of the city	SLT	Annual	6.6 years* (2011 - 2013 data)	6.5 years	↓	7.0 years (2012-2014) (below target)	The life expectancy gap between women in the most and least disadvantaged deciles of the Bristol population, after appearing to level off in 2009-2011, has increased to levels seen 10 years ago, however confidence levels are wide and no statistical significance has been demonstrated. Essentially, although life expectancy has seen a gradual improvement, we are not seeing a reduction in inequalities in health within the city and this is likely to reflect the persistent deprivation seen within areas of Bristol as evidenced by recently published deprivation scores. A briefing paper was produced for the CCG in 2015 outlining some of the key actions required to address premature mortality and inequalities including more aggressive reduction in smoking and raised blood pressure, as well as addressing obesity, harmful alcohol intake, diabetes and salt intake. Public Health Bristol has programmes to address these and other lifestyle issues, and services although universal, are always targeted to those with greater need. We have been challenged to take a 'radical upgrade to prevention' and this will be a key component of the BNSSG Sustainability and Transformation Plan and will be reflected in the wider prevention plan to be developed in 2016 (which will include developments such as Make Every Contact Count and a new healthy lifestyles service). Further analytical work will be undertaken to explore the inequalities in both life expectancy and in healthy life expectancy through the enhanced JSNA for Bristol.
Jackie Beavington	NH 020	Smoking rates in pregnancy	NLT	Annual	12.7%	12.5%	↑	11.1% (well above target)	Two Smoke free Practitioners have been recruited by NBT (funded by Public Health) to work towards reducing smoking prevalence in the acute sector including maternity services. One of these practitioners will work exclusively with pregnant women, raising awareness of the dangers of smoking during pregnancy and supporting them to quit. We are intending to run focus groups with pregnant women to work with them to find out the most appropriate method of supporting them to quit smoking.
Page 21 Jo Copping	NH 021	Injuries due to falls in people aged 65 and over (Persons)	NLT	Annual	2685	2679 per 100,000 (Better Care Target)	↑	2,501 (2014/15) (above target)	Injuries due to falls in people aged 65 and over - the latest data for 2014/15 is 2501 per 100,000 population. Whilst this is significantly higher (worse) than England, the 2014/15 Bristol rate has fallen from the 2013/14 rate of 2686 (not significantly) and is better than the Better Care target. Falls prevention training for approximately 100 social workers starts in May 2016. Development of Staying Steady Groups to reduce the risk of falling for those living in the community planned for 2015/16 is still in development. BCC commissioners of care homes and extra care housing have now included falls risk management as a KPI within the new service specs and performance management frameworks. This will provide some much needed base line data about falls in these settings in order to highlight any issues relating to falls management and prompt action to make improvements. A health needs assessment on falls is being conducted by public health, which aims to inform the development and implementation of a city wide falls prevention strategy, in collaboration with key stakeholders, in 2016/17.
Barbara Coleman	NH 022	People presenting with HIV at a late stage of infection	NLT	Annual	49.4%	49.0%	↑	44.7% (2012-2014) (above target)	In Bristol, the very late diagnosis audit found evidence that there were missed opportunities to test for HIV in general practices. It is recognised that general practice has a key role to play in diagnosing HIV given that it is well used by those from high risk groups and those presenting with relevant symptoms. As a result all high prevalence practices (20 practices) have been given the opportunity to receive free training in order to strengthen their approach to HIV testing. The training takes the form of a one hour interactive workshop delivered at each practice, and all GPs and practice nurses are encouraged to attend to ensure a joined up approach. The training will be completed by the end of June 2016 and the impact in terms of changes in testing rates is being evaluated by the University of Bristol. The next phase of the intervention will be a pilot to offer HIV screening in the highest prevalence practices. This will involve offering HIV tests to people who do not have any symptoms of HIV but who may be at risk. This could for example, include offering tests to newly registered patients or opportunistically offering tests to patients from high risk groups. An HIV Testing Strategy for Bristol has been drafted and an associated action plan is being developed to be discussed with key stakeholders over the coming year.

Viv Harrison	NH 023	Cumulative percentage of the eligible population who received an NHS Health Check	NLT	Quarterly	40.0%	55.0%		48.1% (below target)	<p>Quarter 4 demonstrates an increase in the number of people being invited for and attending an NHS Health Check. This has improved due to increased uptake in General Practice and our community outreach programme (delivered by Healthy Living Centres) who are now up and running. Our current actions to increase activity further includes:</p> <ul style="list-style-type: none"> • Working with General Practices, to ensure that they are aware of their quarterly targets (12% increase by practice in year and targets set for referral on to lifestyle services) and to ensure that they utilise every opportunity, to refer people to lifestyle services where appropriate (e.g. smoking cessation, weight management, physical activity and ROADS) following an NHS Health Check • Continue telephone outreach service in all areas of high deprivation, where community based groups work in partnership with GP Practices to invite registered people in for a check and then sign-post on to community based lifestyle services • Continue to support and develop The Healthy Living Centre Consortium to deliver NHS Health Checks who will target existing clients, Job Centre Plus's, Mental Health Services, Taxi Drivers and Low Paid BCC workers i.e. Refuse and Domiciliary workers etc. Recently we obtained internal council tenant data and our aim is to target NHS Health Checks at people renting BCC property
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Housing Delivery Service

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Steve Barrett/Mary Ryan	Project	Build 1,000 new council homes by 2029	SLT	ongoing	n/a	n/a	n/a	8 homes completed (Caution)	We have commenced phase 1 of our new build programme with the first 4 homes completed in December 2015 and a further 4 new homes purchased from a housing association. 23 are under construction and due to complete in 2016/17 (a further 50 will also be started in 2016/17, of which 40 will also be complete in 2016/17). This target will however require revision in the light of government's proposals to reduce future rents (together with the impact of welfare benefit reform, government proposals for high value homes, etc.) meaning a significant reduction in future income to the HRA and a need to review all areas of future spend. The HRAs role in new build to complement any new housing delivery vehicle also needs to be examined
Steve Barrett/Mary Ryan	NH 305	Increase the % of tenants satisfied with the service provided by Housing Delivery	NLT	Annual	79.0%	80.0%	↓	77% (below target)	This is a headline figure; we await the full results of the survey in order to ascertain the reasons for this drop in satisfaction levels and determine appropriate actions in response to full survey.
Nicky Debbage	NH 358	Increase the SAP rating of council homes	NLT	Quarterly	n/a	set new baseline	new measure		<i>data not available yet</i>
Steve Barrett/Mary Ryan	Project	Improve the Tenant Experience including replacement of housing management system - by October 2016	NLT	ongoing	n/a	n/a	n/a	On track	Implementation of new housing management system is progressing to plan. Civica have been procured as the supplier and design stage is nearing completion with build to commence shortly. This improved ICT will underpin other service improvements across Housing Delivery including comprehensive process reviews, identifying opportunities for customer self-service, mobile working for staff, service reviews, etc.
Anil Bhadresha	NH 370	% tenancies sustained beyond 12 months (to include total number of new tenancies)	NLT	Quarterly	94.0%	95.0%	↑	95.4% (on target)	1346 new tenancies between 01/04/14 and 31/03/16. 1284 lasted 1 year or more. 1232 still current. 114 ceased of which 52 lasted more than 1 year.
Page 23 Zara Naylor	NH 371	% repairs completed in one visit	NLT	Quarterly	82.0%	80.0%	↓	80.16% (on target)	We are pleased that we have achieved target this year. We have developed a good understanding of why some repairs are not completed in the first visit and taken several positive actions to improve this. This measure will continue to be a priority for the service in 2016/17 and we will continue to analyse customer feedback and implement better ways of working to improve this even further.
Sheralynn McCarthy	NH 372	Maximise the rent income to housing delivery (total debt outstanding)	NLT	Quarterly	£9.3m	£9.8m	↓	£10.2M (below target)	Performance at the end of Q4 at £10.2m narrowly missed the target of £9.8m. The final 2 weeks of the accounting year included 2 bank holidays which impacted on collection . Overall, welfare reform changes continue to impact collection rates with 2400 tenants receiving reduced Housing Benefit due to under occupation rules. A campaign for tenants in arrears due to under occupation is underway , working with tenants to find long term solutions to pay rent and sustain tenancies, including support with downsizing /exchanging where possible to make best use of stock . Universal credit started for single job seekers making a fresh claim. The team is developing processes and evaluating early impacts for tenants and rent collection. Development of ways to support tenants make the transition where needed and support revenue collection are being looked at .



Anil Bhadresa	NH 373	% satisfied with the outcome of their report of ASB/hate crime - Housing Delivery	NLT	Quarterly	60.0%	65.0%	↓	53% (well below target)	<p>216/404 respondents. The need to improve performance is fully recognised. Steps being taken to improve performance include:</p> <ol style="list-style-type: none"> 1. Redesigned part of the Estate Management Service to deliver quality services to our tenants. We are in the process of implementing new ways of working. 2. We have just appointed 8 people to the 18 housing officer vacancies we currently have. It's unfortunate that we have not been able to recruit to all the vacancies. Even with the recent appointments we still have a vacancy rate of 17%. Shortly, there will be another round of recruitment. We are hoping that the recently appointment staff will be in post by early June. Following training, they will take on a caseload of their own. We expect to see a gradual improvement in performance as these new starters become confident in their roles. 3. We have just started a pilot, with colleagues in our Noise Pollution team. The aim being to resolve noise related complaints sooner by providing early response, quicker gathering of evidence for action - informal/formal - thus resolving complaints quickly 4. We already offer independent Mediation to help resolve complaints of anti-social behaviour. This generally works well where there is engagement and commitment from both parties to resolve matters. 5. We have jointly commissioned services for victims of Hate Crime. Stand Against Racist Incidents (SARI) are currently contracted to deliver these services in collaboration with other specialist organisations. They support victims by working with partner agencies. Satisfaction with this service by users is high. 6. In the South of the city, we meet weekly with Police and relevant agencies to review and jointly agree actions to support high risk victims or alleged perpetrators of asb and Hate Crime. This approach has been successful and we are reviewing how we roll this out or adopt a similar to other parts of the city. In the meantime, for the Central and North of the City we have regular meetings with SARI and relevant agencies to review and jointly agree actions to support victims and alleged perpetrators of Hate Crime using a risk based approach. SARI undertake the initial risk assessment.
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Neighbourhoods

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Di Robinson	BCP012	Increase the participation in regular volunteering - new question on QoL - % respondents who volunteer or help out in their community at least 3 times a year	SLT	Annual	29.3%	30.0%	↑	52.3% (well above target)	<i>nb. This indicator has been re-worded such that it can no longer be compared to past trend. The target figure given here is therefore compromised.</i> This indicator was re-worded in the QoL survey this year, to increase recognition of the social action/activity happening in communities where people may not recognise this as traditional "volunteering". This works much better with the role of Neighbourhoods, as we are using a number of different approaches to create the conditions for and encourage increased social action and community activity - through VCS funding, Neighbourhood Partnership activities, Cities of Service and asset based community development. This higher figure is very encouraging, though we cannot compare it directly to previous years.
Di Robinson	BCP093	Improve the percentage of residents satisfied with Bristol's Neighbourhoods as a place to live (QoL)	SLT	Annual	81.9%	83.0%	↔	81.7% (below target)	While the neighbourhood management service does contribute to this measure, there are many other services which also have a direct contribution. Previous years' QoL survey have asked which areas of the council the people that were dissatisfied would most like improved - for future reporting it may be useful to ask for the top 5 named services to also input some commentary into this PI.
Di Robinson	BCP181	Levels of engagement/involvement with Neighbourhood Partnership process	SLT	Quarterly	5.0%	6.0%	↑	6.33% (above target)	The Neighbourhood Partnership work continues to engage residents across the city with taking local action and taking part in local decision making and influence. The team have focussed this year on ensuring that over 50% of engagements are with people "new" to neighbourhood partnerships so that decisions are being made based on real neighbourhood need rather than just the "usual suspects". Neighbourhood Plans are beginning to result in real action within neighbourhoods, and this has helped raise the local profile of the Neighbourhood Partnerships. The increased target has been achieved, and 2016-17 is focussed on more digital engagement. A slight increase has been seen in people who feel that they can influence local decisions.
Gemma Dando	NH015	Increase the percentage of people who feel they can influence local decisions (QoL)	NLT	Annual	25.0%	26.0%	↑	25.3% (below target)	The work on the NP plans is designed to contribute to increasing this performance measure, as is the neighbourhood charter which sets out what people can expect from key neighbourhood services and how these services can be influenced. This performance measure has slightly increased since last year but did not reach the target set for this year. Since the survey was carried out, officers have been moving towards much wider local engagement through digital channels, and the hope is that this will help this statistic to rise.
Gemma Dando	NH190	Number of formal enforcement actions taken (notices, FPNs, prosecutions)	NLT	Quarterly	n/a	500	new measure	951 (well above target)	The enforcement team ended the year nearly doubling the initial target, achieved by the introduction of a new proactive enforcement programme in September/October and specific team targets and performance measures. This team will become part of the community enforcement team in 16/17 but the delivery methodology will remain as the number of FPNs is the highest it has ever been in Bristol (218) with a much smaller team than in previous years. The QoL survey was taken before the new enforcement regime came in, next year we will be aiming for this work to reduce the number of people who feel that street litter and dog fouling are a problem in their area.
Gemma Dando	NH191	Levels of engagement with community development work	NLT	Quarterly	n/a	3,000	new measure	4,997 (well above target)	This was a new performance target which measures the number of people that the community development team are working with. However, the impact of this work is the most important factor. There are indications that this work is having an impact. Of the c5k people that the team worked with, nearly 800 are now taking a lead on community initiatives. The QoL survey tells us there is a significant increase in people feeling they belong to their community, and a slight increase in people feeling that different backgrounds get on well together. Community development have also been collecting specific stories from communities which detail the impact and sustainability of some of the projects that the team have supported. Together with the data, this forms a good indication that this work is starting to show some real successes in strengthening communities.
Kate Murray	NH849	Percentage of residents satisfied with libraries	NLT	Annual	65.6%	70%	↓	60% (well below target)	The fall in the satisfaction rating is probably a consequence of the uncertainty over the future of libraries and the unplanned closures that affected libraries in the city. The debate over the future of all 28 libraries was a changing picture during 2015 and high profile due to the consultation so that citizens may have felt uncertain about the service.
Kate Murray	NH862	Active membership of the Library Service	NLT	Quarterly	n/a	57,000	↓	52,835 (well below target)	This figure is currently decreasing month by month. It is hoped that planned improvements to the service following the Libraries for the Future consultation, alongside the planned increase in marketing and promotion activity over the coming months/years will keep this figure steady. Equally how people use libraries is changing and there is activity that does not involve being an "active member" - such as using the shared space, not borrowing regularly and using computers and participating in events and clubs
Kate Murray	NH863	Number of items issued by library service	NLT	Quarterly	n/a	1,850,000	↓	1,686,882 (well below target)	There is no single explanation for the lower figure, but contributors are likely to be as follows: (a) People use the libraries in different ways and are not always coming in for traditional book issuing; (b) the trend of library use nationally is currently on a downward trajectory which will impact on issues

Neighbourhoods cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Kate Murray	NH864	Occupancy rate of public PCs (adult PCs only)	NLT	Quarterly	n/a	62%	new measure	n/a	This is a measure that can no longer be reported on with any certainty of accuracy due to a project to refresh the image and software on our People's Network PCs, which was taking place through this quarter. It was already our intention to replace this measure with one that reflected the specific use of our public PCs rather than just the occupancy rates. We have some useful data on this subject from our colleagues in ICT, and we are looking to develop the detail of this data in order to demonstrate that the public PCs are being used to meet a variety of community, council and social needs. The data we have indicates the categories of websites that are most visited (e.g. Business & Economy) and we are looking at additional resources that might support this interest. The new measure will be in place by Q1 16-17.
Nick Carter	NH584	Percentage of food establishments inspected that are broadly compliant with food hygiene law	NLT	Quarterly	94.9%	90.0%		94.0%	The figure is high when compared to the lower percentage of inspections achieved (below) because of our policy to require business' to take the appropriate remedial action following an inspection before the case is closed.
Nick Carter	NH585	Percentage of planned programmed food interventions due that are carried out	NLT	Quarterly	44.1%	100.0%		37% (well below target)	Q4 performance has improved in relation to Q3 but we did not get to the same level as the 2014/15 outturn. The bulk of inspections are undertaken by contracted staff with remedial and high risk premises being undertaken by in house officers. Due to competition from neighbouring authorities for contractors and pricing restrictions in the existing contract (which has now been retendered) it proved difficult to acquire the right level of contractor resource for Bristol. The new contract has addressed this issue.
Nick Carter	NH586	Percentage of nuisance complaints resolved within six months	NLT	Quarterly	n/a	90.0%	new measure	75% (well below target)	This figure has improved by 2% from the previous quarter despite the fact that 2.8 officers left the service during January. Recruitment to two of the positions has now been completed with the new officers starting in 2016 Q1.
Nick Carter	NH587	Percentage of inspected hackney carriage and private hire vehicles inspected that are broadly compliant	NLT	Quarterly	n/a	90.0%	new measure	88% (below target)	88% is an improvement from 81% from Q3. Where serious vehicle defects were identified during these inspections the licences were suspended until the faults were rectified.

Clean & Green

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Pam Jones	BCP123	Percentage of household waste sent for reuse, recycling and composting	SLT	Quarterly	44.9%	50%	↑	47.4% (below target)	Below target for the year out turn however increased on last year's performance. Slightly more recycling from waste processors treating the waste, slightly less recycling from kerbside and HWRC's resulted in an improvement on last year of 2.5%.
Pam Jones	NH079	Percentage of municipal waste land filled	NLT	Quarterly	28.5%	14%	↑	27.85% (well below target)	Contractual issues (contractors going into administration) have hindered the volume of waste that was to be treated, this has resulted in more waste being sent to landfill than anticipated, however less sent than previous year. New treatment contract will be procured (estimated October 2016) which will see an improvement however due to the previous /current contractor going into administration in the meantime more waste will be landfilled.
Pam Jones	NH124	Residual untreated waste sent to landfill (per household)	NLT	Quarterly	250.6 kg	110kg	↑	222.45kg (well below target)	Contractual issues (contractors going into administration) have hindered the volume of waste that was to be treated, this has resulted in more waste being sent to landfill than anticipated, however less sent than previous year. New treatment contract will be procured (estimated October 2016) which will see an improvement however due to the previous /current contractor going into administration in the meantime more waste will be landfilled.
Pam Jones	NH501	Cost of household waste collection	NLT	Quarterly	n/a	set new baseline	new measure	£142.10	No target set. Costs indicate the cost of collection and cleansing contract over total waste handled by the collection and cleansing contractor(s) during the last year.
Pam Jones	NH502	Cost of waste disposal per tonne	NLT	Quarterly	£75.22	£75.22	↓	£82.45 (well below target)	Less waste handled this quarter inflated the cost as our price is fixed, so when waste handled falls it increases the unit price per tonne. This indicator is a measure of budget against waste handled to give an average price across the various waste streams, therefore as budget is fixed when waste fluctuates so the indicator rises or falls, if there is less waste handled the overall cost per tonne increases.
Pam Jones	NH560	Percentage of people who are satisfied with the weekly recycling service (QoL)	NLT	Annual	79.1%	79%	↓	77.1% (below target)	The Public are marginally less satisfied with the recycling service than the target - this is most probably down to the transitional period during which time the previous contractor was replaced by the Bristol Waste Company. The Bristol Waste Company has been developing a business plan on how it will improve the service and will present a report to Cabinet in August 16, should this be accepted then the satisfaction should increase and meet and exceed targets.
Pam Jones	NH561	Percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	NLT	Annual	72.9%	73%	↓	73.8% (below target)	For the satisfaction relating to street litter please see above, the same applies to this part of the collection and cleansing contract.
Pam Jones	NH562	Percentage of people who are satisfied with the fortnightly general household waste service (QoL)	NLT	Annual	71.7%	72%	↑	73.3% (above target)	
Pam Jones	NH563	Performance of the key SLAs in regard to the waste/recycling service	NLT	Quarterly	n/a	89%	↑	93% (above target)	Bristol Waste Company are better than target across the key SLAs used.

Clean & Green cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Guy Fishbourne	NH016	Percentage of people who take moderate exercise five times a week <i>has been replaced with Respondents who take 150 min moderate or 75 min vigorous exercise every week</i>	NLT	Annual	35.2%	36%	↑	65.3% (well above target)	<i>nb. This indicator has been re-worded such that it can no longer be compared to past trend. The target figure given here is therefore compromised.</i> Public Health campaigns and Sport England Campaigns such as This Girl Can have emphasised the importance of physical activity and provided successful programmes and initiatives which have contributed to more people becoming more active. A wide variety of opportunities are being developed across the city from community led programmes, improved facility provision to mass participation events. By developing multiple opportunities for people to exercise whether it's active travel, led walks, referral programmes or structured sports we are able to increase the number of people who take exercise.
Guy Fishbourne	NH520	Percentage of residents satisfied with leisure facilities (QoL)	NLT	Annual	57.4%	60%	↓	52.4% (well below target)	Avonmouth & Laurence Weston, Brislington East, Hillfields, Eastville, Filwood are amongst the wards that have the lowest satisfaction levels. From our recent assessment of needs and opportunities of built sports facilities we know that Bristol has on large a good adequate supply of leisure facilities but that there is a need to make more of them accessibly available for community use. Working with partners to understand the challenges related to providing better community access is important in addressing these issues. Officers are identifying priority outdoor sports facility projects and potential sources of funding as a means to addressing gaps in provision and enhancing those facilities which need improving. There is also a number of built facility projects and potential identified projects which if delivered should contribute towards increased residents satisfaction. As part of contract negotiations a number of facility enhancements are also happening across the core leisure centres to improve the quality of provision and offer available.
Guy Fishbourne	NH522	Number of attendances at BCC leisure centres and swimming pools	NLT	Quarterly	2,378,131	2,402,000	↑	2,453,155 (above target)	Operators have continued to provide a wide, varied and accessible programme of activities across our leisure centres at competitive and affordable prices. They continue to respond to market competition through creative programming, offering products and experiences which are high quality and a level of customer service which encourages loyalty and repeat visits.
Simon Westbrook	NH014	Percentage of residents satisfied with parks and open spaces	NLT	Annual	83.1%	83%	↓	81.6% (below target)	The satisfaction in parks and open spaces has dropped this year and has not met the target of being the same as last year. Analysis of the data shows us that some of the lowest satisfaction is in the south of the city. There is still some work to do in this area to finalise the TUPE arrangements from Feb 2015 (this has started recently) and also investment in parks in the South has been less than in other geographical areas in recent years. This will be addressed in the parks investment programme for 2016-18. There are still areas of the city that do not have access to parks and open spaces close to their homes, and there are still some households that are not close to a playground. It should be noted that while this statistic has dropped and needs addressing, satisfaction with parks is generally at a high level of over 80%.
Simon Westbrook	NH533	% of residents visiting a park or open space at least once a week.	NLT	Annual	50.1%	53%	↑	54.6% (above target)	This increase in visits to parks and open spaces is attributed to a number of factors a) local decision making about investment in parks has meant that the parks are more tailored to the local area - for example playgrounds, benches, accessible gates b) in many areas of the city, bringing the grounds maintenance in-house has increased the quality of the parks - especially in the East-Central area of the city c) fix-it teams and initiatives such as park work mean that minor works in parks are done quickly and efficiently, meaning that the facilities in the parks encourage more visitors.
Simon Westbrook	NH 542	Customer satisfaction with cemeteries and crematoria service	NLT	Biannual	87%	88%	↑	92.0% (above target)	Although outturn was above target for the year, less than 10% of the questionnaires that were sent, were completed and returned. Funeral Directors also send out their own survey forms and this may account for the low return.

Customer Services

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2014/15 Outturn	Q4 Target	12 months progress	Q4 Out-turn against target	Qtr 4 comments about progress/achieving the target
Patsy Mellor	BU016	Percentage of Council Tax collected	NLT	Quarterly	96.47%	96.70%	↓	96.55% (below target)	This represents a shortfall of 0.15% of the target 96.70% ,equivalent to a deficit of £305K. In 2015/16 an additional 1,241 dwellings became chargeable for council tax, the number of households claiming CTR (Council tax reduction) reduced by 1,644 which increased the debit. The final quarter Council tax debit also increased by £234K due to 1,029 single person discounts being removed. The overall Council tax collected was £195.9 million that represents a £7.2million increase compared to the previous year. Core City comparative data has been collated for Q4 which shows Bristol in second position in terms of council tax collection.
Patsy Mellor	BU017	Percentage of non-domestic rates collected	NLT	Quarterly	98.04%	98.00%	↓	97.93% (below target)	This represents a shortfall of 0.07% of the target of 98% equivalent to £159k.The actual Business Rates revenue income increased by just over £7m from £215m at year end 2014/15 to £222.5m at year end 2015/16. The number of hereditaments rated and billed increased by some 300 and the team handled an increase in post of 4000 items. Core City comparative data has been collated for Q4 which shows Bristol in second position in terms of non-domestic rates collection.
Patsy Mellor	BU220	% Digital channel shift achieved for Citizens Services overall	NLT	Quarterly	n/a	set new baseline	n/a	12.20%	This is a new PI for 2015/16 and is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face 2 face visits and emails. It is a measure of self-service that is made possible through an increased number of services being made more accessible to the public eg online services, digital self-serve in CSP's and automated telephony. There is a long standing issue where the number of online transactions completed through our website are not fully recorded, so presently we are only able to accurately report on the number of online transactions completed for our Local Tax (where mechanisms are in place within the back office processing teams to record if a request was submitted online), Benefits, Registrations, Repairs & Maintenance, Parking permits & Travelcard services. Consequently this channel migration score is only reflective of these services, rather than all of the services currently offered through Citizen Services. A priority project is on-going to establish the number of online transactions completed for all services.
Patsy Mellor	BU227	% Corporate FOI requests responded to within 20 working days	NLT	Quarterly	n/a	set new baseline	n/a	68.40%	This PI is new for 2015/16 in terms of reporting corporately and is now recorded centrally through the Salesforce system. There were 497 FOI requests received during Q3 of which 340 (68.4%) were responded to within the timescale of 20 working days. A target has not been set as performance for 15/16 will establish a baseline for future years target setting.

NEIGHBOURHOODS SCRUTINY COMMISSION / OSM BOARD

DRAFT FOR DISCUSSION

**BRISTOL CITY COUNCIL
CABINET
2 August 2016**

REPORT TITLE: Proposals for future waste collection, street cleansing and winter maintenance service

Ward(s) affected by this report: Citywide

Strategic Director: John Readman, People Directorate – Client and Shareholder function

Report author: Netta Meadows, Service Director - Strategic Commissioning & Commercial Relations

Contact telephone no. and e-mail address: 01179037744
netta.meadows@bristol.gov.uk

Purpose of the report:

Bristol Waste Company (BWC) was created in 2015 to deliver the waste collection, street cleansing and winter maintenance service across the city. At the time BWC was given a short term contract to enable the Council to review its options and consider how the service should be best delivered going forward. This report sets out the outcome of that review and provides information to enable the Mayor and Cabinet to make a decision on the future delivery of waste services for the city.

RECOMMENDATION for the Mayor's approval:

- 1. To award Bristol Waste Company the Integrated Waste Service from August 2016 to 31 July 2026 on the basis set out in this report and to ensure that appropriate legal agreements are put in place.**
- 2. That delegated authority is given to Netta Meadows (Service Director – Strategic Commissioning & Commercial Relations) to enter in to the necessary legal agreements for this service with BWC.**

1. The Proposal:

- 1.1 Bristol Waste Company Limited (BWC) was established in 2015, in order to deliver the Council's waste collection, street cleansing and winter maintenance (e.g. gritting)**

services. This service transferred from Kier (the previous provider) in August 2015 to BWC. BWC is a limited company, wholly owned by Bristol Holding Company Limited, which is itself a wholly owned company belonging to the Council.

- 1.2 The proposal outlined in this report is for BWC to be awarded an overarching agreement for the provision of an Integrated Waste Service to the Council. This integrated model covers a number of services, and the intention is that during the course of the next ten years BWC will be awarded or take over contracts for the following:
- waste collection, street cleansing, winter maintenance services
 - o to take over the communication, marketing, education and customer engagement activities currently managed by the council in relation to the above services.
 - o to deliver the complaints and issue resolution service in relation to waste services
 - Recyclate Sales (on termination or expiry of current contracts)
 - the council's Household Waste Recycling Centres and Transfer Stations, on termination or expiry of current contractual arrangements and subject, where appropriate, to the agreement of the other West of England councils
 - to manage, once built, a 3rd recycling and refuse centre
 - waste treatment and disposal contract management functions (on termination or expiry of current contractual arrangements)
 - waste and recycling materials collection from Council premises (on termination or expiry of current contracts)
- 1.3 BWC's current business plan covers the period from 8th August 2015 until 31 July 2016, the end of the original twelve month agreement period following the commencement of the company. BWC has recently submitted a new business plan for consideration by this Cabinet, under separate cover (Cabinet agenda Item xxx). This new business plan considers the inclusion of all of the above services, which officers support and is the key recommendation of this report.

2. Background & Waste Service Delivery

- 2.1 Appendix A (Waste & Resources Management in Bristol) provides detailed information regarding the waste service and what it delivers for the citizens across the City. In summary the waste service is a statutory service (a service which local authorities must deliver according to Law) and the council has a legal duty to collect and dispose of any municipal and household waste. As Bristol City Council is a Unitary Authority it also means we act as both a Waste Collection Authority and Waste Disposal Authority. The waste service is therefore the biggest citizen facing service of the Council.
- 2.2 The waste service is the only service delivered to every property every week and achieves 17 million collections per year from 195,000 households. In addition to this the service also:
- keeps 396 km of adopted highways cleared through winter maintenance
 - cleans 1,126 km of adopted highways
 - takes 100,000 customer calls in the Customer Service Centre a year
 - deals with 175,000 tonnes of waste collected from households (equivalent to the weight of 90 SS Great Britain's)

- recycles 75,000 tonnes of waste
- 2.3 Between 1994 to 2011 waste services were provided by SITA UK at a cost of £17m per annum (2010/11). The Council went out to tender in 2011 to re-procure these services with a budget envelope of £15m per annum as it was felt at the time that significant efficiencies could be made on how the service were commissioned.
- 2.4 In July 2011 the Council awarded a 7 year contract (with an option for a further 7 year extension) to May Gurney (subsequently acquired by Kier) for waste and recycling collections, street cleansing and winter maintenance services. This contract was procured using a Competitive Dialogue procurement process that enabled the Council to specify its required outcomes. The fundamental aims of the contract included:
- the achievement of targets relating to the minimisation and diversion of residual waste,
 - increased recycling rates
 - improved street cleansing
 - ownership of recyclable material and all the associated market risk being transferred to the contractor.
- 2.5 May Gurney were awarded the contract, and commenced service delivery in November 2011. At the start of the contract May Gurney changed the rounds, days of collection, and the size of the wheeled bins. These changes caused some disruption and the council worked with May Gurney, as a new provider, to help bed in the service as quickly as possible.
- 2.6 In June 2013 Kier Services Ltd took over May Gurney (and became Kier MG) and in late 2014 (the third year of the contract) discussions commenced with Kier MG about a possible mutual termination. The council's contractual arrangement with Kier MG formally ended in August 2015 and at this time the Council had to determine what the best solution was for delivering the services required. The following actions were taken in order to consider options:
- June 2015 - An exempt Cabinet report was presented (and shared with Scrutiny) resulting in the decision to mutually terminate the Kier contract. Bristol Waste Company was set up as a Teckal company
 - August 2015 - Mutual termination of Kier contract and transfer to Bristol Waste Company
 - August 2015 - Start-up of Bristol Waste Company operation and commencement of waste collection service.
 - December 2015 - Extension agreed by Cabinet (and shared with Scrutiny) to leave the service with BWC until at least November 2018.

3. Market Review

- 3.1 As outlined above a report was considered by Cabinet in December 2015 which sought to extend the existing arrangements with BWC until November 2018, to allow for a full appraisal and service redesign to be undertaken on the future of waste services delivery.
- 3.2 The work undertaken has considered 3 main areas:

- a. A review of the cost and quality of BWC running the current service versus the estimated market cost and quality if the service was to be commissioned externally
 - b. An assessment of the service BCC could get for the same budget as previously (£15m) if going out to the market
 - c. An assessment of the Integrated Waste Service as proposed by BWC
- 3.3 Advice and guidance has been sought from a 3rd party external waste consultancy (IESE) to assess the market cost of services and to help to compare the costs we would incur if we were to go out to tender and commission the service from another 3rd party.

Current Service Comparison – BWC versus the Current Market and Budget (a.&b)

- 3.4 The previous contract was commissioned with an annual budget of £15m (with a further £2m recycling income – taking the total budget to £17m). However, from the work undertaken it is estimated that the cost of delivering a similar service today is in the region of £25m-£27m. There are a number reasons for this:
- 3.4.1 Information considered as part of this review has suggested that there may have been a significant under estimation by previous bidders (back in the 2011 tender) of the actual cost of delivery.
 - 3.4.2 It is also the case that providers will be aware that we as a council will manage the contractor's performance closely to ensure targets are achieved. Knowing this is likely to result in contractors adding cost to the contract in anticipation of financial penalties they will incur for missing targets.
 - 3.4.3 There are increased profit margin demands at this time, which is obviously subject to economic fluctuations
 - 3.4.4 The new national minimum wage has increased some levels of pay
 - 3.4.5 Income from sale of recyclates significantly reduced due to the current market price being very low
- 3.5 The price of the current service provided by BWC is £23.2M per annum. BWC have also made a commitment in their business plan that the 2016/17 price will be reduced to £20.6m to reflect the efficiencies they have achieved and the improvements made.
- 3.6 Considering the information and guidance received from the IESE (the external independent consultant) it is officers recommendation that if an external contract was procured for the same current service the estimated cost would be between £24.8m and £26.9m (full details of the advice from IESE are attached in Exempt Appendices B1 and B2. These are exempt on the basis of information relating to the financial or business affairs of any particular person, including the authority holding that information).
- 3.7 Officers have considered what service could be provided for the current £15-17m budget, based on current known market prices. As outlined above it is clear that no provider could deliver the whole current service for £15m.
- 3.8 The breakdown of the likely service costs are outlined below. These are based on average market costs, but indicate the likely figures of recommissioning the service externally at this time.

Cost Area	Total
Waste Collection	£16,850,711
Street cleansing	£8,425,355
Winter maintenance (gritting etc)	£648,105
TOTAL	£25,924,171

Value for money of the Integrated Waste Service as proposed by BWC (c)

- 3.9 Officers have considered the full report produced by IESE, which is also attached in Appendix B3 (exempt report). Officers have also considered the 10 year proposal by BWC (the 2016 Business Plan) and whether their Integrated Waste Service for this period offers value for money.
- 3.10 It is the view of officers that BWC Integrated Waste Service does represent good value for money. A 10 year plan would offer better value than the current separate arrangements (where waste collection and waste disposal are separately procured). In addition, BWC would be responsible for the full end to end waste process. This will create opportunities for improvements in processes and efficiency, in particular in areas where the previously separate functions join up.
- 3.11 The pulling together of all waste functions under one management team will allow key waste management decisions to be made taking account of the impact on all elements of the service rather than just one. Outcomes are likely to be improved, and communication with citizens about every aspect of waste will be possible from one provider – BWC. This would help to improve customer satisfaction levels and ensure more resolution of issues at the first point of contact.
- 3.12 Through bringing together sites such as depots and Household Waste Recycling Centres (HWRC) there are increased opportunities to operate from more sites across the city. This would potentially allow for more efficient routing and use of depots than is currently the case.
- 3.13 Finally, the extended waste functions will allow greater career opportunities and progression through being able to offer staff transfers across different disciplines of waste. This would not only benefit staff but also improve business resilience for BWC. Outcomes are likely to be improved staff morale, better business planning and increased savings.

4. Additional Benefits of Appointing BWC

- 4.1 Section 3 above has considered the cost of keeping the existing service with BWC, and how their proposal of developing an Integrated Waste Service has many benefits. In addition to these benefits there are also another set of benefits regarding how we can operate with BWC differently than we could with a 3rd party supplier or provider. This are outlined in detail below (A-E)

A. Control over Performance

- 4.2 Performance targets for the first year of delivery were agreed with BWC in 2015, and were set at the same level as the previous contractor was delivering at the point of

termination. Current performance for BWC is shown at Appendix C.

- 4.3 BWC performance to date has been good with 11 of the 16 targets being delivered at a level higher than target.
- 4.4 The performance of BWC is discussed regularly at strategic and contract level meetings which allows detailed discussions and improvements to be suggested in a regular and timely manner. In addition, BWC performance is regularly reported and discussed at Scrutiny Commission, and any questions responded to as appropriate.

B. Control over company management and governance

- 4.5 BWC is a Teckal company, which exists to provide services directly for the Council and in December 2015 a Council Code of Practice was adopted which sets out how the Council will manage the companies it has interests in, in order to ensure the delivery of key objectives. This unique relationship between the Council and BWC would not be present if a 3rd party was commissioned to undertake the service.
- 4.6 The Code of Practice provides a mechanism for the Council to ensure that the appropriate social and financial returns on investment can be obtained and that the benefits of having a service of this kind is realised. This governance is exercised in a number of key ways:
 - 4.6.1 **Reserved Matters and Governing Documents:**
 - The Executive of the Council, the Mayor, has responsibility to make decisions over the 'reserved matters' of BWC. Reserved matters include such things as approval of the Companies Annual Business Plan, the appointment of directors, and so forth.
 - 4.6.2 **The Company's Board:**
 - Bristol Waste Company is run by its board of directors, answerable to the shareholder. The Strategic Director for Neighbourhoods and the City Director both hold a position as Directors on BWC. The Council appointed directors, in their roles on the Bristol Waste Company Board, challenge and influence the Management of the Company around any performance issues.
 - 4.6.3 **The Shareholder:**
 - The Shareholder could refuse, or request a change to the company's business plan in line with the Council's priorities for waste.
 - The Shareholder will know through quarterly monitoring reports the financial health of company, and high level performance against business plan.

C. Procurement costs

- 4.7 In 2010 a full Competitive Dialogue (CD) procurement process was carried out for the waste collection, street cleansing and winter maintenance contract. The process took around fourteen months in total and included a full permanent project team of six people as well as external experts supporting the CD process.
- 4.8 The total cost of the full commissioning process was over £1m.
- 4.9 It is estimated that, were we to re-procure the same type of contract, the costs would be at least as high as 2010, if not higher. This cost needs to be considered in light of the overall value for money and quality assessment of continuing an arrangement with BWC or procuring a new contract for the same ten year term.

D. Improvement and innovation

4.10 The nature of the current arrangement allows for new ideas and innovation to be more easily tested and bought forward. Recently BWC trialled commingled collections from some flats where recycling had become regularly contaminated and there had been very low participation in recycling. It was mutually agreed that, after analysis of the initial trials, more should be progressed based on tailored solutions for different geographical areas. Such tailored solutions have in previous contracts been very difficult, as contractors have struggled with adapting to customer needs in this way.

E. Teckal Arrangements

4.11 Bristol Waste Company is a “Teckal Company”. This means that Bristol City Council must exercise over the “Teckal body” (Bristol Waste Company) a control similar to that which it exercises over its own departments. In other words, when establishing the Teckal company the Council had to consider whether the Council could exercise decisive influence over the BWC’s strategic objectives and significant decisions (e.g. appointment and termination of directors, approval of business plans, declarations and/or payment of dividends, issue of shares, approval of budgets, etc). A Teckal body, such as BWC, must carry out **more than 80% of its activity** in the performance of tasks entrusted to it by the Council.

4.12 There are a number of key advantages of BWC operating as a Teckal company:

4.12.1 BWC being a Teckal Company means that the Council is free to award a contract direct, without a competitive procurement process, to the company. This removes considerable costs of procurement exercise. In 2010/11 the previous procurement exercise cost the council over £1m in staff costs.

4.12.2 The benefits of improvements and service efficiencies are retained in full by the Teckal company and, therefore, the Council as Shareholder, rather than by a private sector company

4.12.3 A Teckal company has greater freedoms and flexibilities in its options for service delivery than a Council in-house service. Subject to the requirements of the Council as ultimate shareholder, it is able to respond quickly to new business and delivery opportunities without the need to adhere to identical Council policies and procedures, for example HR policies.

4.13 There are a few important restrictions on Teckal companies, as follows:

4.13.1 There are limits on the commercial activities of the company, imposed by the ‘activity test’. These are referred to in relation to the 20% limit on non-council business (e.g. commercial waste). This means that only 20% of BWC business can be non-Council functions, meaning there is a limit on the trading BWC can undertake.

4.13.2 The control the Council needs to have over the company, being similar to that of one of its own departments could be seen as a disadvantage, as BWC cannot operate as a fully independent company.

4.13.3 Unlike private sector operators, a Teckal company must comply with EU procurement obligations for its own purchasing and procurement requirements.

5. Response to BWC Business Plan and Proposals

5.1 BWC has presented an updated Business Plan which puts forward an Integrated Waste Service model. It is the recommendation of officers that this approach is supported and implemented as outlined in 1.2 above. Specific and detailed comments

on each of the components on that model are considered below.

5.2 Commercial Waste

5.2.1 The proposal to carry out commercial waste collection and disposal together is one that the Council has previously considered. The current model means that several different providers are attending premises in the same street, so one provider being responsible for both services would be more commercially astute.

5.2.2 A commercial waste collection and disposal services for Bristol businesses also provides opportunities to improve the street scene. This may be possible by working with commercial premises in the same street and agreeing clear 'put out' and collection times to avoid waste being visible for long periods.

5.2.3 As a Teckal Company however, care will need to be taken to ensure that its commercial activities do not breach the activity requirement of the Public Contract Regulations 2015.

5.2.4 There is scope for the Council to make a direct award of the council's commercial waste contracts to BWC which will, in turn, enhance its activities generally. It is recommended that this is done at the point of the existing contract arrangement ending.

5.3 Communication, Marketing, Education and Engagement

5.3.1 The Council currently performs this function in relation to waste services, having taken it in-house from the previous contractor, Kier, when the contract ended. Giving BWC this responsibility as well as the waste services allows more opportunity to increase awareness and participation of the collection services offered and in particular the recycling service.

5.3.2 With the proposal to have an Integrated Waste Service, the communication elements all become a pivotal part of the whole waste process and therefore success is more likely, as lead responsibility would be owned by BWC (working in partnership with the Council).

5.4 Waste Customer Service – Complaints and Issue Resolution

5.4.1 The proposal by BWC to take on the existing functions from the Council is welcome in ensuring that links with the customer are maintained and improved. This element of the waste function is key to residents in ensuring that they receive a swift and accurate response to any complaints and issues raised.

5.4.2 Whilst officers are supportive of moving this function into BWC, it is important to ensure that performance monitoring and contract management arrangements are in place in order to ensure compliance with the Council's statutory obligations concerning waste and environmental protection. Therefore the contract management and business relationship management with BWC will be delivered by the Client Function, within the People Directorate.

5.5 Recyclate Marketing

5.5.1 BWC are proposing in their Business Plan to take the risk on the recycle income and disposal. The current arrangement is that BWC sell the recycle on the council's behalf and then return the money directly to the council. Through BWC taking full responsibility for the risk if the price goes up or down, this allows the Council's waste budgeting to be more predictable across the ten year period and for this reason this proposal is strongly supported by officers.

5.6 Household Waste Recycling Centres & Transfer Station

5.6.1 BWC are proposing to run the two existing Household Waste Recycling Centres (HWRC) and to provide revenue funding for a third site (yet to be built) at Hartcliffe. The Council is keen to progress with the build of a third HWRC site at Hartcliffe however has not been able to progress this in the past due to the lack of revenue funding. Whilst there will still be a requirement for the Council to fund the design and building of the site the offer from BWC to run the 3rd site at no extra cost means this is a significantly attractive proposition.

5.6.2 On 4th July 2012 the Council agreed to make a £2m capital investment in building a new HWRC in South Bristol. Subsequently designs were developed for a new centre at the Hartcliffe Depot site. The design proposals will need to be revisited and refined in partnership with BWC to ensure they are fit for purpose and the anticipated capital cost of the project will need to be confirmed. A full business case to confirm and support the Council's capital investment in the project will be developed predicated on the assumption BWC will fund the revenue costs as outlined in their business plan.

5.7 Treatment and Disposal Contract Management

5.7.1 BWC proposal to take full responsibility for all of the waste disposal and treatment contracts, both current and future is also supported by officers. There are currently several separate arrangements to dispose of waste including food, garden, clinical, and residual waste contracts. BWC will have responsibility for contract managing the existing arrangements as well as procuring new arrangements as and when needed.

5.7.2 In order to design the best 'whole' waste process from households and commercial properties (from collection through to disposal) having control of the disposal treatment and location allows a true end to end process view. A whole system approach will enable BWC to identify the best options for Bristol and will ensure that all impacts have been considered when any changes are made.

5.7.3 The Council currently has a partnership arrangement with the West of England partners and this will be an area BWC will need to discuss further with them to shape the future structure for this

5.8 Contract Award and Duration

5.8.1 The proposal for a 10 year contract duration in the context of BWC's Business Plan, is in operational terms a sound proposition and is fully supported by officers. Given the requirement to invest in and procure new vehicles and preparation to do this this makes good sense for both the council and BWC.

6. Summary of Benefits & Recommendations

- 6.1 It is the strong recommendation of officers that developing an Integrated Waste Service approach with BWC will provide a clearer view of the overall strategic targets and responsibilities, from which investment decisions and changes can be determined. In summary, the following benefits have been identified:
- Benefits are retained within the Council if BWC does better than expected in financial and performance terms
 - Better and more efficient routing and mapping (improved technology, including in-cab technology)
 - Potential to reduce residual waste and increase recycling tonnage
 - Benefits from an additional third HWRC - more depots available to improve logistics of moving waste around the city
 - Culture of employees - working more closely together for the same aim
 - Achievable prudent targets as a minimum – with further ambition for future delivery
 - One team responsible for all Waste related services
 - BWC acting as the Council's 'subject matter expert'
 - All recycling collected and sold is consolidated, therefore achieving a better price
 - Better communication to the citizen about what can be recycled and where it's collected or can be taken
 - Simpler and more accurate data
 - Data held in one place leading to good decision making
 - BWC are taking risks on disposal costs and recycle income which will help drive behaviour change campaigns and actions
 - Taking whole system costs into account, allows the optimal system configuration for collection and onward disposal
 - Significantly reduced duplication and clear messaging as a result of all staff being under one management team
 - BWC as a Bristol brand that engages communities and drives behaviour change in partnership with citizens
- 6.2 It is also important to note the higher cost that would be incurred by a 3rd party provider if the current service were commissioned externally. If a more complete whole system were commissioned externally (an integrated waste model) then it is assumed the costs would be substantially higher given the additional services included

7. Consultation and scrutiny input:

a. Internal consultation:

A scrutiny workshop was held on 9 June 2016, to which all members were invited (Appendix D shows a summary of the workshop). In addition, papers have been made available from Weds 29 June for Neighbourhoods Scrutiny Members and Overview and Scrutiny Management Committee members to view under supervision, with the option to ask any subsequent questions or provide any feedback.

b. External consultation:

No external consultation has been done.

Other options considered:

To Procure an External Contract

- 7.1 The main alternative to offering BWC a 10 year contract would be to procure the services through a contract externally as outlined throughout this report. This was considered at length, and in particular through reviewing the feedback from waste consultants (IESE) examining details of the current cost and specified BWC contract. They have estimated that if we were to tender the current specification in the market place we could expect to pay between £25m and £27m, which amounts to an estimated £5m-£7m greater than the price quoted to us by BWC for the year ahead.
- 7.2 External procurement would cost at least £1m in commissioning resources.
- 7.3 This, in combination with the views expressed by IESE in their report on the Integrated Waste Service, has led us to consider the external procurement as not affordable.

Shorter term contract with BWC

- 7.4 A further consideration was given to an alternative length of the contract – ie was 10 years an appropriate term for the contract. Waste industry best practice shows that in order to invest in new fleet to deliver future ambitions, the term of 8-10 years is required. Given that BWC will need a lead in time to understand full requirements and specification for this, the term of ten years appears appropriate and is recommended by officers.

Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of this decision :							
N o.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK		RISK OWNER
		Impa ct	Prob abilit y		Imp act	Prob abilit y	
1	Business planning is inaccurate for BWC, leading to company failure and financial loss to the Council.	High	Low	Bristol Holding Company also considers financial situation of BWC as parent company .Regular Shareholder performance meetings and regular financial attention given by Shareholder. Dedicated specialist finance resource to consider the robustness of the plans.	Low	Low	Julie Oldale
2.	Council and company relations are unclear	Med	Med	Clear Code of Practice developed, including a	Low	Low	Netta Meadows

or leave company unable to work effectively in their respective market.			specific Client function to work on behalf of the Shareholder with the companies.			
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FIGURE 2

The risks associated with not implementing this *decision*:

N o.	RISK	INHERENT RISK		RISK CONTROL MEASURES	CURRENT RISK		RISK OWNER
		Impa ct	Prob abilit y		Impa ct	Prob abilit y	
	Threat to achievement of the key objectives of the report			Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation)			
1	Commissioning exercise would need to begin resulting in circa £1m spend on resources	Med	High	Some capacity may be able to be identified but resource and cost will be incurred	Med	Med	Netta Meadows
2	Not implementing this recommendation would result in BWC ceasing business operations in Nov 2018. This would mean the company would have to be wound down.	High	High	Appropriate planning could be put in place, but signification HR and financial implications would be felt by the Council which would need to be considered. There could also be significant pension implications with regards to the TUPE transfer of staff to a 3 rd party provider	High	Med	Netta Meadows

Public sector equality duties:

- 7.5 Specific equality impact assessments will be carried out as part of any significant service changes being proposed in the future. An overview EQIA which encompasses the recommendation has been completed and is attached in Appendix E

Eco impact assessment

- 7.6 There are no serious concerns with the proposal at this stage, assuming that the various commitments are implemented. The council would be keen to work with BWC

to develop an environmental plan around the proposals, providing some more detail for the various commitments. (Full assessment attached in Appendix F)

Advice given by Steve Ransom
Date 10 June 2016

Resource and legal implications:

b. Resource

Financial (revenue) implications

- 7.7 The work undertaken by IESE (appendix B2 exempt report) provides context for the financial implications by concluding that based on the existing arrangements for waste collection, street cleansing and winter maintenance that the Council would likely be charged a greater amount than that proposed by BWC should it request a third party provider to undertake these services at this stage (not taking into account the high cost of procurement estimated in section 5.13).
- 7.8 The award of the contract for 10 years gives stability to resource planning and a long term planning horizon for the company. It should be noted that this arrangement would commit the council to a level of funding for the duration of the agreement. Therefore, as with all contracts, a review clause should be included into the Waste Services Agreement to enable the Council to consider service levels if an when required.
- 7.9 Appendix G (Exempt report) sets out the details of the financial resources that are currently available to the Council for waste services and compares them with the proposed charges of BWC as per its latest business plan. It identifies when an affordability gap emerges (i.e. where the proposed charge is greater than available financial resources) and quantifies this annually.
- 7.10 Appendix G also considers the affordability of the proposal from BWC to operate both waste collection and disposal services (integrated waste services model) relative to a continuation of current collection services only. Continuing with existing services only is neither BWC's preferred proposal nor the recommendation of this report but this relative assessment enables a better understanding of the financial implications of the integrated services proposal.
- 7.11 The integrated service proposed by BWC and recommended in this report is affordable for the Council in the current financial year (2016/17) requiring a lower draw on reserves than originally planned (now estimated at £0.756m compared with the planned £2m).
- 7.12 Table 3 from Appendix G is copied below setting out the affordability of the integrated service by comparing the financial resources available to the proposed charge of BWC. An adjustment is made to remove the recycling income which is to be retained by BWC in this proposal.

Table 3: Affordability of Integrated Services

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2025/26 £000
Financial Resources for Integrated Services	33,607	36,546	35,278	32,924	33,582	37,078
Less Recycling Income	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Adjusted Financial Resources	31,057	34,446	33,178	30,824	31,482	34,978
BWC Charge for Integrated Services	30,263	34,501	36,011	36,613	37,330	40,834
Variance	1,244	(56)	(2,833)	(5,789)	(5,848)	(5,856)

7.13 A material budget gap arises from 2018/19 onwards, and this base budget structural pressure will need to be considered as part of the 2017/18 medium term financial planning process. Entering into a 10 year contract will mean a commitment to a level of funding for the remainder of the agreement, with the service levels and resultant funding subject to the contract review clauses. As has been outlined in the report, the waste collection service is a statutory service which the council must deliver and as outlined in the report BWC is a cheaper option (based on the market review undertaken) than offering it to the wider market.

7.14 As described in Appendix G (exempt) BWC is assuming responsibility for risk (e.g. household growth) but overall the BWC financial plan is prudent and has not forecast reductions in waste disposal costs or increases in recycling income from increased recycling or the investment being made in behavioural change.

Financial (capital) implications

7.15 The proposal for a third waste recycling centre will be subject to a separate business case and Cabinet decision later in 2016.

Advice given by Robin Poole Finance Business Partner
Date 21 June 2016

c. Legal implications:

7.16 The Council and BWC will need to ensure that BWC retains its Teckal Status throughout.

7.17 The proposal to have an overarching agreement is achievable to cover common terms of agreement although separate bespoke terms and specifications would be required for the different services, for example: waste collection, waste disposal, commercial waste collections, complaint handling, leases for occupation of council properties/depots.

7.18 Where BWC is to fulfil the council's waste-related legal duties, including compliance

with laws relating to, environment, recycling, graffiti removal, facilities for residents to deposit household waste without charge and household waste collection; these will need to be included in relevant contracts between BWC and the council.

- 7.19 Any complaints or litigation will be made against the council, as compliance obligations remain with the council. The terms of agreement should therefore contain relevant indemnities provided by BWC in the event of default.
- 7.20 The main reason previously for retaining and managing complaint-handling in-house has been because claims for breach of duties would be against the council. Complaints monitoring and scope to audit records are also terms that will need to be incorporated into a contract transferring the complaints handling to BWC. The Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply to the transfer of the complaints service to BWC, and may apply to the transfer of other services currently provided by external contractors.
- 7.21 BWC will need to enter into leases for the depots it occupies and to incorporate scope for changing the use of the Hartcliffe depot. Agreement needs to be reached and documented on funding maintenance for the properties on site and for achieving the intended change of use and development of the Hartcliffe site. All necessary compliance with planning, environmental law and building regulations will need to be achieved.
- 7.22 To avoid risk of challenge on the grounds of state aid, all contracts and agreements between the council and BWC will need to be on fully commercial terms.

Advice given by Jane Johnson, Team Leader, Corporate Team, Legal Services
Date 21 June 2016

d. Land / property implications:

- 7.23 The proposals will result in the continued occupation of council owned land and buildings detailed in the appendices to this report subject to terms and conditions which would apply if the premises were offered for lease in the open market.

Advice given by Robert Orrett – Service Director Property
Date 10 June 2016

e. Human resources implications:

- 7.24 The Transfer of Undertakings (Protection of Employment) Regulations 2015 (TUPE), entitles transferring employees to retain the same terms and conditions of employment after the transfer as they enjoyed immediately before the transfer. TUPE provides that changes to terms of employment will be void if the sole or principal reason for the change is the transfer itself, unless either the reason for the variation is either:

- an economic technical or organisation reason entailing changes to the workforce (“ETO reason”) or
- is the transfer, but the terms of the employment contract permit the employer to make such a variation.

(This situation would occur for example with the HWRC transfer in November)

7.25 BWC seconds an HR officer from the Council and the Council provides its HR support services and specialist HR skills and acumen in the provision of advice and guidance in relation to workforce matters

7.26 BCC provide guidance and advice in support of the vision to provide the social benefits of good quality jobs and training opportunities. This arrangement currently provides a direct influence and confidence in the standard and appropriate expenditure of public money.

Advice given by Sandra Farquharson – Service Director Human Resources

Date 10-06-16

8. Appendices:

The appendices marked EXEMPT are not for publication under Part 1 of Schedule 12(A) Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the authority holding that information))

Appendix A	Waste & Resources Management in Bristol
EXEMPT Appendix B1	IESE Interim Report
EXEMPT Appendix B2	IESE Report Current Cost and Quality
EXEMPT Appendix B3	IESE Report 10 year plan assessment
Appendix C	Performance BWC
Appendix D	Summary of Scrutiny Workshop
Appendix E	EQIA
Appendix F	Eco Impact Assessment
EXEMPT Appendix G	Financial Summary

Reference documents:

Waste and Resources Strategy 2016 -

<https://www.bristol.gov.uk/documents/20182/33395/Towards+a+Zero+Waste+Bristol+-+Waste+and+Resource+Management+Strategy/102e90cb-f503-48c2-9c54-689683df6903>

Appendix A

Waste & Resources Management in Bristol

Pam Jones/Simon Graham
Bristol City Council

Introduction

- 1 Collection and Street Cleansing Services
- 1 Household Waste Recycling Centres
- 1 Waste Disposal and Partnerships
- 1 Service Performance
- 1 Service Development
- 1 Future Challenges

Waste Services

1 Major high-profile service

- Circa £45m spend
- Biggest customer facing service of the Council
- Waste is only service delivered to every property every week
- 20,000,000 collections per year from 195,000 households
- 1,126 km of adopted highways cleaned
- 396 km of adopted highways cleared for winter maintenance
- 100,000 calls to CSC a year
- Significant public expectation
- Statutory responsibilities re Waste Collection, Disposal and Litter

How to Report an Issue

1. Via the on-line system www.bristol.gov.uk

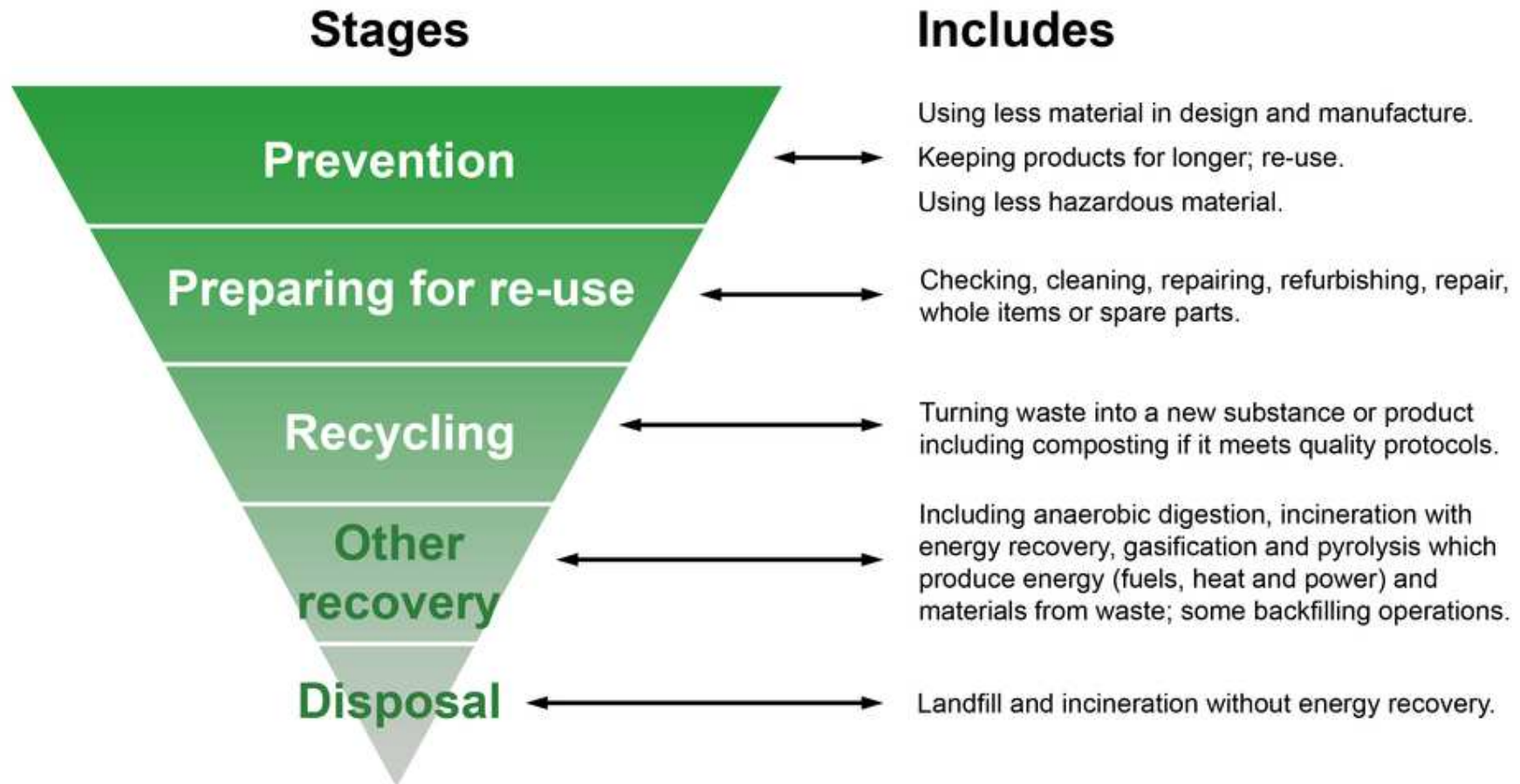
Choose streets and bins options to report anything in relation to these

If for any reason you (or your constituent) are unable to access a computer, then

2. Phone via the Customer Service Centre 01179 222100

The Waste Hierarchy

The Waste Hierarchy



Page 50

The Waste Cycle



Collection and Cleansing

1 Waste Collection

- Fortnightly Residual Collection
- Weekly Kerbside Recycling Weekly Kitchen Waste Collection
- Optional Garden Waste Collection
- Mini Recycling Centres (MRCs)
- Bring Sites (>40)

1 Contract With BWC



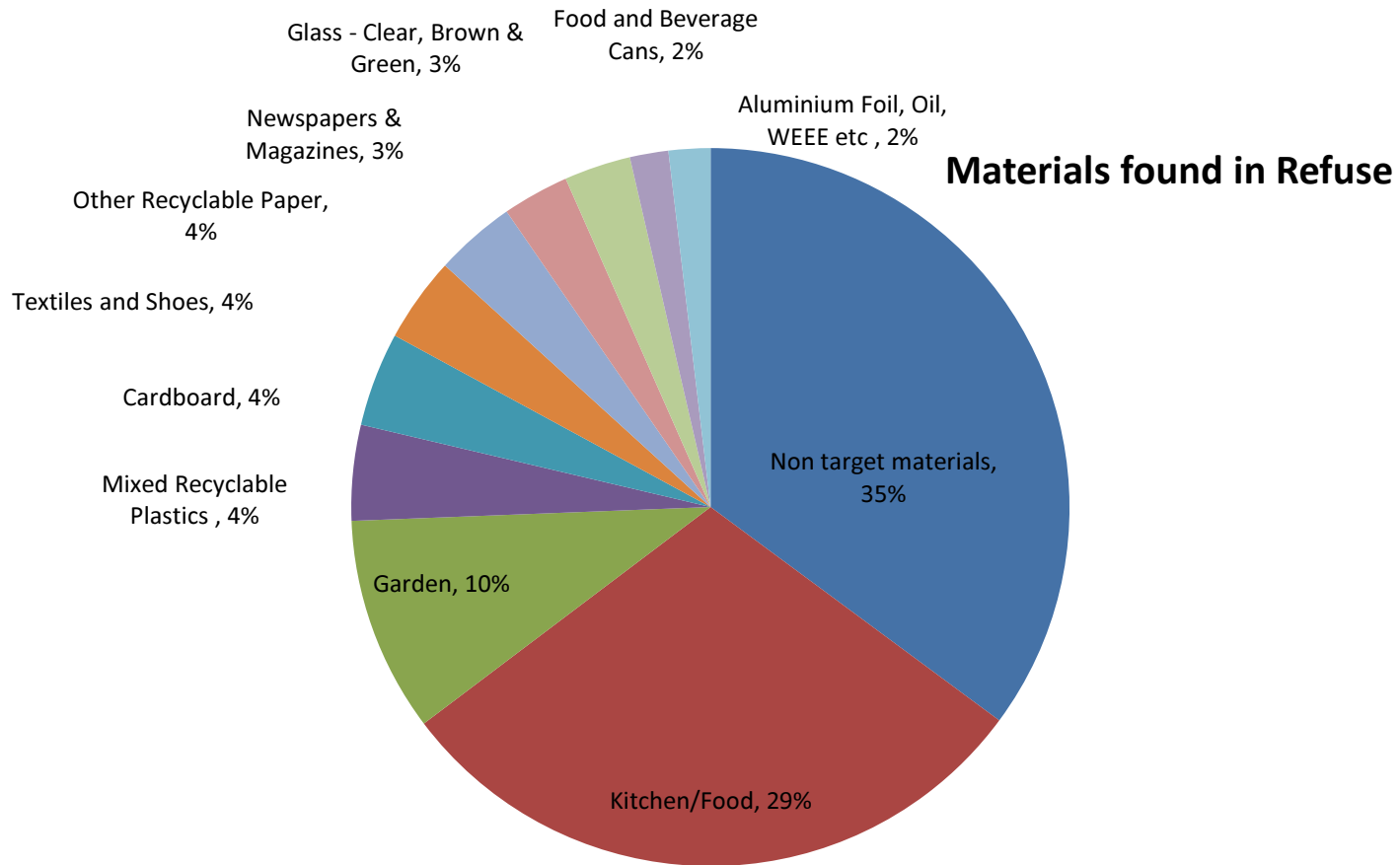
Street Cleansing

- Street Cleansing
- Fly-tipping/posting
- Graffiti removal
- Litter bins
- Special Events



1 Winter Maintenance

Waste Composition Kerbside



Recycling –what do we collect?

1 Kerbside Collection (31.6%)

- Paper, card, cans & plastics, glass bottles/jars, Aluminium Foil, Engine Oil, Domestic and Car Batteries, Shoes, Aerosols, Waxed Cartons and Small WEEE Items.
- Food Waste (cooked and uncooked)
- Chargeable Garden waste

1 Mini Recycling Centres (MRCs)

- Placed Where Box Scheme Can't Reach
- Consists of Small Recycling Bins for Glass Bottles/ Jars, Paper/ Magazines, Steel/ Aluminium Cans, Cardboard, Plastics and Food
- New Sites Added Every Year.
- Currently covers over 32,600 households

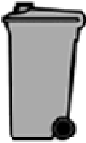






1 HRCs (8.5%)

- Range of Materials Including: Paper, Card, Glass, Cans & Plastics, Clothes, Wood, Green Waste, Engine Oil, Car Batteries, WEEE, Scrap Metal, Soil & Rubble.
- Hazardous Household Waste Including Asbestos

1 Bring Banks

- Over 42 Locations, materials vary from site to site plus 6 On-Street Recycling Bin Sites
- Number of Sites Reduced Due to Kerbside Plastic Collections

Recycling Collection

	Refuse	Recycling	Food	Garden
Week 1				
Week 2				

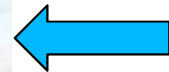
The Recycling Process



www.alamy.com - AEP0BY



Collection



Processing



Residual Waste Processing



Collection



Bulking



Landfill



RDF



EfW

Food Waste Recycling



Page 58



Slide 15

Neighbourhood Services

Strategic Contracts and Commissioning



Street Cleansing Operations

1 Defra Code of Practice
on Litter and Refuse

1 Graded system A to D
based on land use for:

– Litter & Detritus

1 Broadmead -A

1 City Centre

– A (B between 2 and 6
am)

1 Remainder of City

– Aim for B



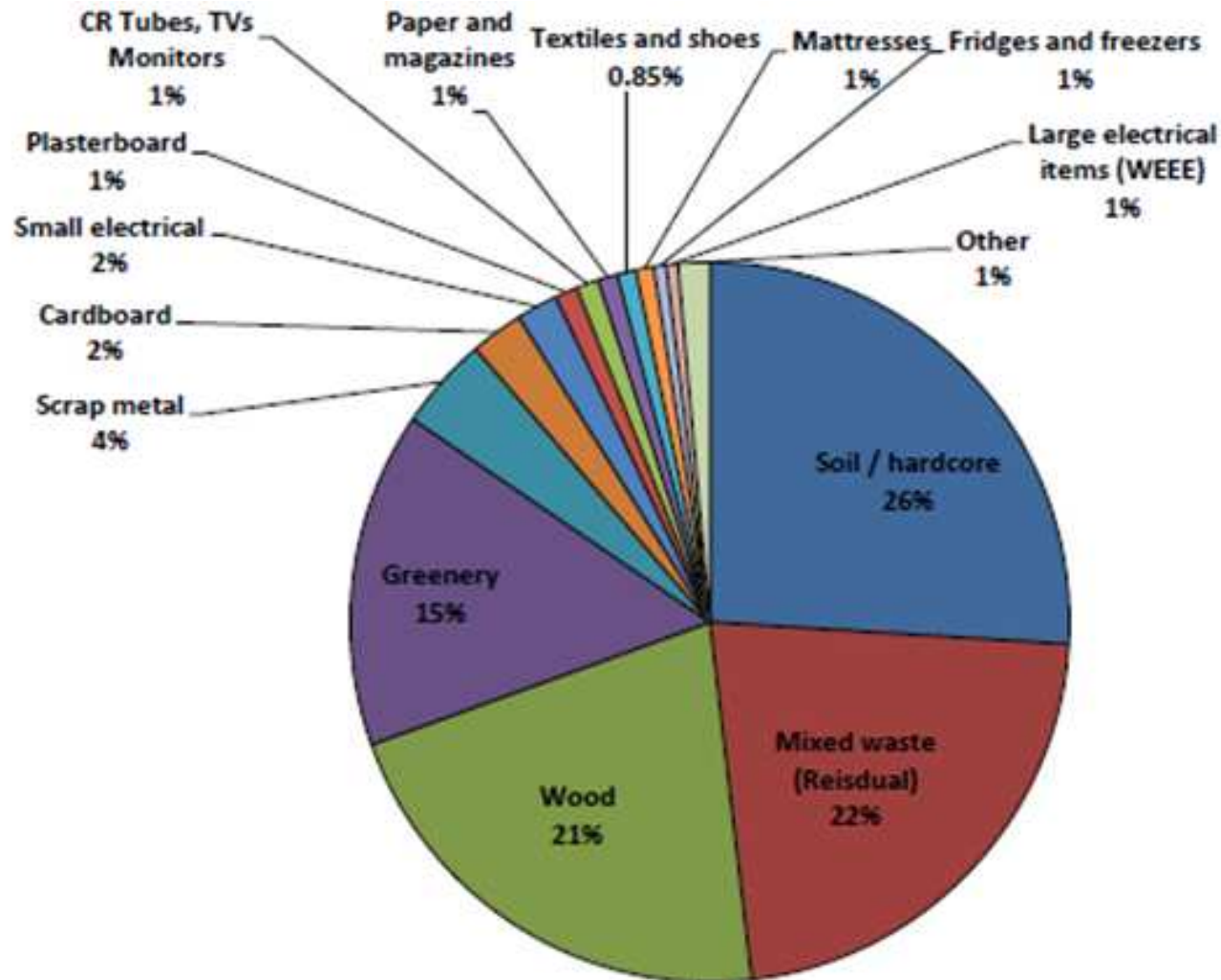
Household Waste Recycling Centres

- Household Recycling Centres (HRCs)
 - 1 St Philips – 18,290 tpa – 78% recycling (52%*)
 - 1 Avonmouth – 14,000 tpa – 61% recycling (44%*)
- 1 Waste Transfer Station (WTS) - Avonmouth
- Opening hours
 - 1 08:00 to 18:45 Summer
 - 1 08:00 to 16:15 winter

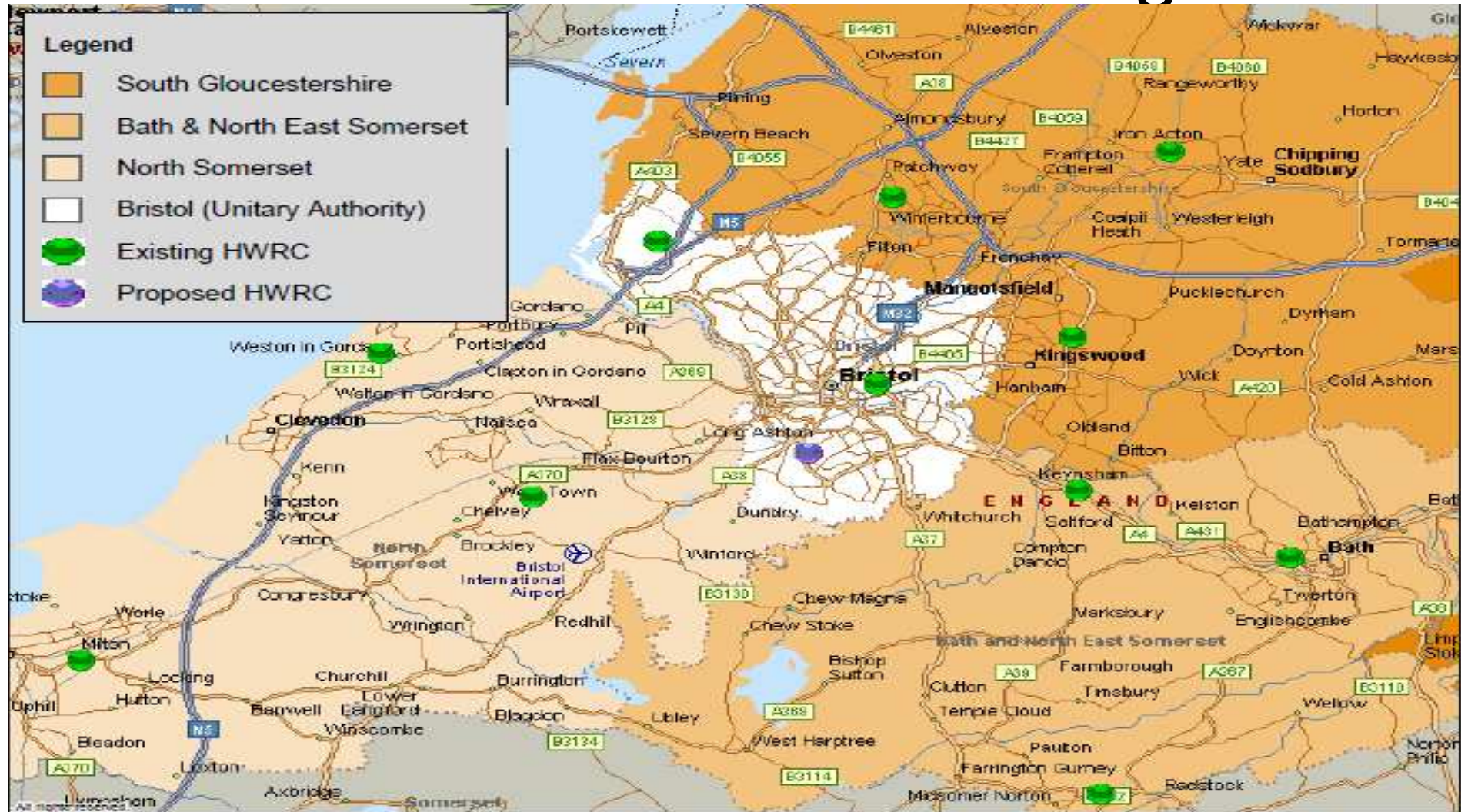
* Excluding inerts



Waste Composition HRC



HRC Sites across region



Page 62

Waste Disposal and Partnerships

Page 63



Neighbourhood Services

Strategic Contracts and Commissioning

Slide 18



Waste Disposal

1 Treatment/Disposal of approximately 100,000 tonnes residual waste

1 Processing food waste

1 Processing garden waste

1 Recycling Contracts

1 Clinical waste disposal

1 Closed landfills

1 Statutory reporting

1 Contracts

– MBT plant – 54,000 tpa

1 NES Avonmouth

– Landfill – 50,000 tpa

1 Sita - Calne

– RDF - up to 50,000 tpa

1 Veolia – W Europe

– AD plant- 10,500 tpa

1 Geneco - Avonmouth

– Composting – 12,000 tpa

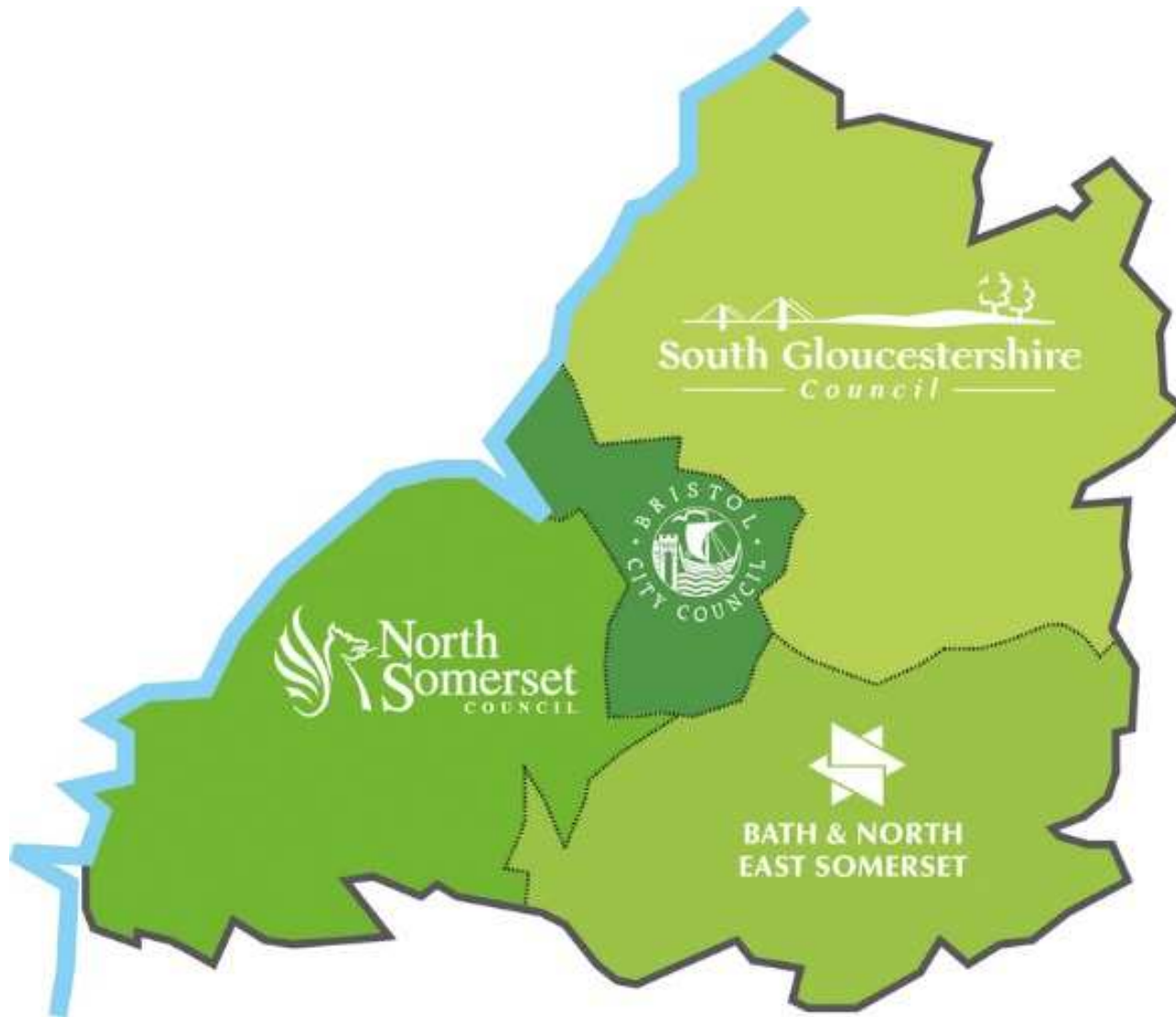
1 S Glocs – Windrow/Agbag

Key Contracts

- 1 BWC (waste collection and street cleansing) – Initially 12 months from August 2015; extended to November 2018
- 1 Geneco (food waste) - 2008 to 2026
- 1 NES (residual waste) – 2012 to 2020
- 1 Veolia (residual waste) – 12 months in partnership with NS
- 1 Landfill – Suez (formerly Sita) to 2016
- 1 New landfill contract up to 5,000- 10,000 tpa commence 1st April 2016
- 1 New residual waste treatment contract - 30,000 to 40,000 tpa commence October 2016

West of England Partnership

Page 66



- 1 Formed in 2005
- 1 465,816 households
- 1 250,000 tonnes of residual waste per annum of which BCC manage 50% for the partnership.
- 1 Bristol Commitment 54,000 tpa residual waste up to 2020

WoE Partnership Objectives

1 Objectives :

- Meeting the financial and environmental objectives of the UAs, including landfill diversion targets;
 - 1 Minimise financial costs - waste disposal and treatment costs; and
 - 1 Maximise environmental benefits - moving waste management up the **waste hierarchy** and developing more sustainable practices.
 - 1 Meet EU Waste Framework Directive - at least 50% recycled by 2020
 - 1 Work toward EU Circular Economy - 65% recycling by 2030

Key Statistics and Performance

Page 68



Neighbourhood Services

Strategic Contracts and Commissioning

Slide 23

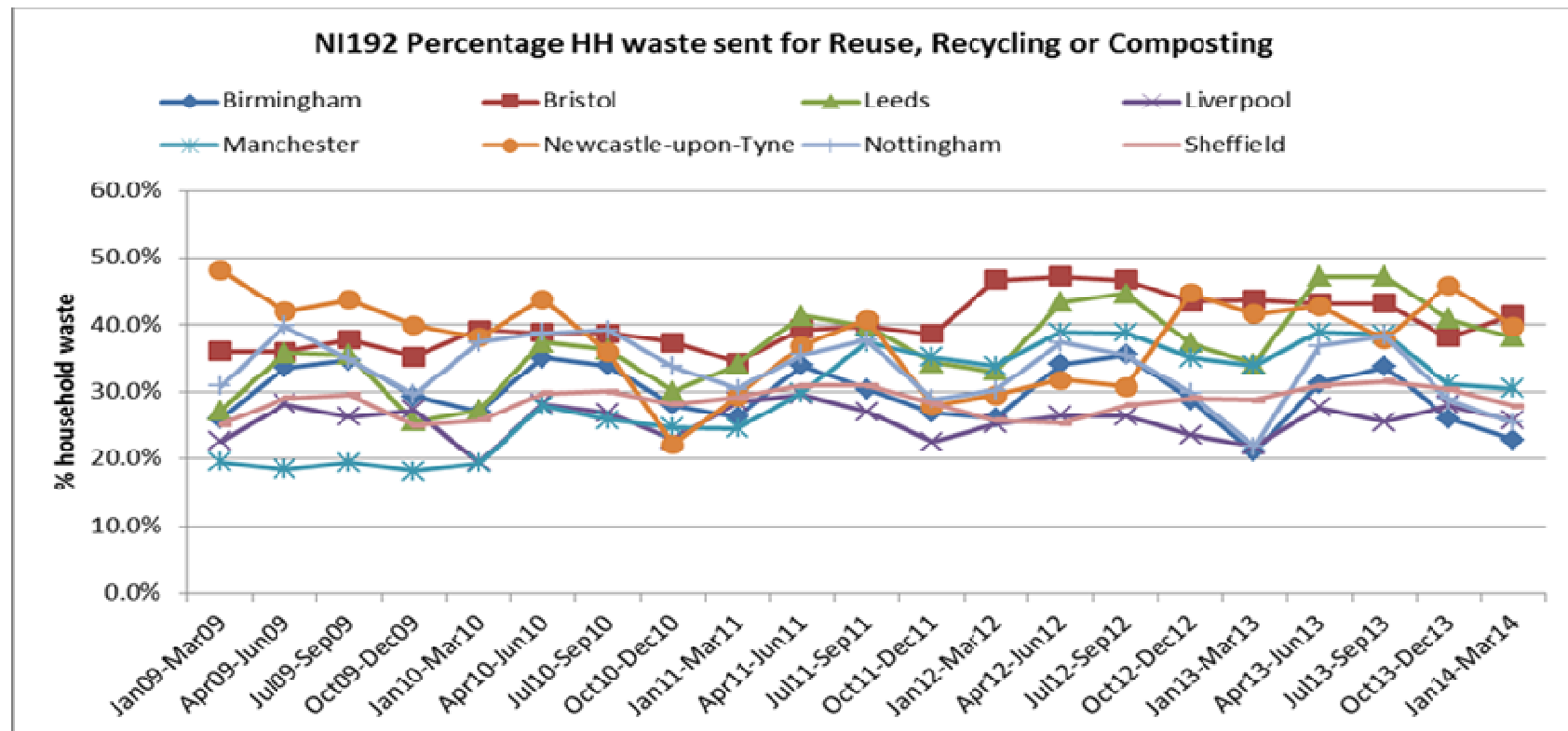


Waste and Recycling in Bristol: Facts and Figures

- 1 In 2014/15 the people of Bristol produced approximately 174,000 tonnes of household waste of which circa:
 - 1 75,260 tonnes (46.7%) was reused, recycled and composted
 - 1 41,000 tonnes (23.8%) was recovered for energy.
 - 1 53,520 tonnes (29%) was sent to landfill
- 1 Each household in Bristol produces just under 860 kg of total waste per year of which 482 kg is residual waste.
- 1 A target of 110kg/hh residual waste sent to landfill has been set for 2015/16.

Recycling Performance- How does Bristol Compare?

English Core Cities



Page 70

Service Development

Page 71



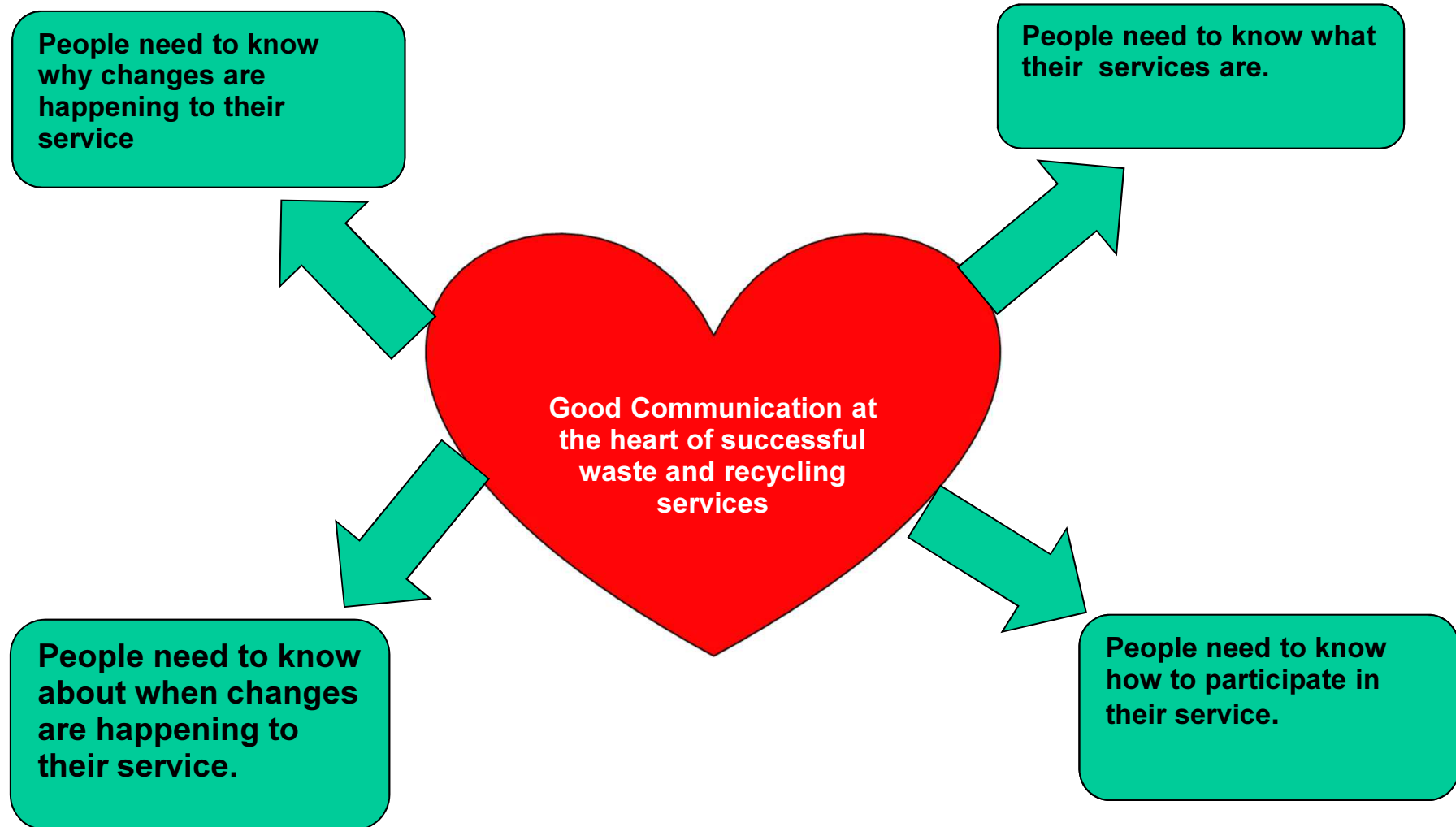
Neighbourhood Services

Strategic Contracts and Commissioning

Slide 26



Behavioural Change



Page 72

High quality, effective communications

to overcome
people's
barriers to
participation

+

to encourage
behavioural
change

+

as an essential
element to the
effective service
delivery and
improving
performance

= higher levels of recycling (more income)
= diversion from landfill (more savings)

Communications Examples

Recycling and waste collection calendar 2015-16

MON/A

Your collection day is **Monday**

On **Bank Holiday** weeks your collection day will remain the same except for the Christmas/New Year period. See below. No Garden Waste collections on w/c 29th Dec and w/c 4th Jan.

Dec '15	Mon 7	Mon 14	Mon 21	Wed 30	
Jan '16	Wed 6	Tues 12	Mon 18	Mon 25	
Feb '16	Mon 1	Mon 8	Mon 15	Mon 22	Mon 29
Mar '16	Mon 7	Mon 14	Mon 21	Mon 28	
Apr '16	Mon 4	Mon 11	Mon 18	Mon 25	
May '16	Mon 2	Mon 9	Mon 16	Mon 23	Mon 30
Jun '16	Mon 6	Mon 13	Mon 20	Mon 27	
Jul '16	Mon 4	Mon 11	Mon 18	Mon 25	
Aug '16	Mon 1	Mon 8	Mon 15	Mon 22	Mon 29
Sep '16	Mon 5	Mon 12	Mon 19	Mon 26	
Oct '16	Mon 3	Mon 10	Mon 17	Mon 24	Mon 31
Nov '16	Mon 7	Mon 14	Mon 21	Mon 28	
Dec '16	Mon 5	Mon 12			

Christmas tree kerbside collections

Orange week: RECYCLING ONLY - collected weekly

- Green box
- Black box
- Brown food waste bin
- Garden waste (subscription service)

Black week: RECYCLING AND WASTE - collected every other week

- Green box
- Black box
- Brown food waste bin
- Garden waste (subscription service)
- Black wheelite bin

Remember!

- Please put bins and boxes out by 7am on your collection day.
- Any waste outside your wheelite bin and open wheelite bins will not be collected.
- Remember to separate the materials in your recycling boxes. -Thank you!

www.bristol.gov.uk/recycling
waste.services@bristol.gov.uk
0117 922 2100 (8.30am-6pm Mon-Fri)
Textphone: 0117 357 4444

If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD-ROM, or plain text, please contact 0117 922 2100

recycle for Bristol **BRISTOL WASTE**

Top tip! Please help the collection crews by separating the materials within each box. This will make the collections from your street faster and more efficient.

Thank you for recycling. If you need more containers, please go to www.bristol.gov.uk/bins-recycling

Your recycling and waste service

Green box recycling

- ✓ Cans tins, aerosols and foil - rinsed
- ✓ Plastic bottles, tubs and trays - rinsed
- ✓ Cardboard flattened & no wider than box
- ✓ Cartons (Tetra Paks), brown paper
- ✗ No black plastic or hard plastics please

Top tip! Your cans and plastics can all mix in together, but please separate them from any cardboard and cartons in the box. A large piece of cardboard makes a great box divider to separate materials.

Black box recycling

- ✓ Glass bottles and jars - all colours
- ✓ Paper white and coloured, envelopes
- ✓ Textiles clothes, shoes and spectacles
- ✓ Batteries car batteries, engine oil
- ✗ No broken glass or wet textiles please
- +++ Small electrical items can be put out in a plastic bag next to your boxes

Top tip! Textiles and shoes need to be kept dry so please tie them in plastic bags. Please separate glass from paper at opposite ends of the box. Tuck small bits of paper in an envelope.

Brown bin - food waste

Please line your kitchen food caddy with newspaper or compostable liners.

- ✓ Cooked and uncooked food
- ✓ Bread, pasta, rice and cereals
- ✓ Fruit and vegetables including peelings
- ✓ Cheese and dairy products, egg shells
- ✓ Coffee grounds, tea bags
- ✓ Meat, fish and bones

Green bin/garden waste sacks

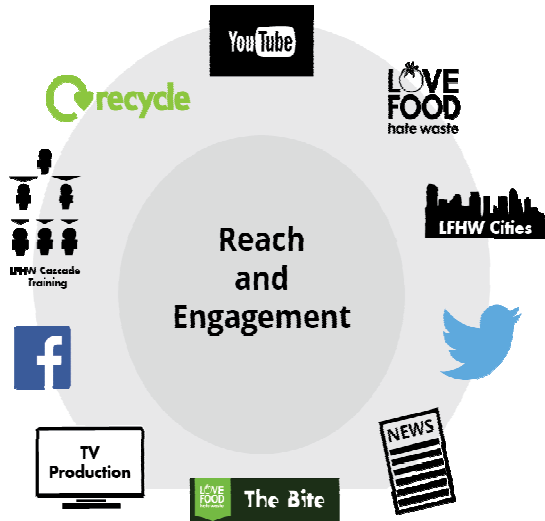
Note: There is a charge for this service

- ✓ Grass cuttings, flowers, plants
- ✓ Leaves, twigs and small branches
- ✓ Straw or sawdust

Remember that each time you want any garden waste sacks collected, go to www.bristol.gov.uk/bins-recycling

Black wheelite bin

- ✓ Waste that cannot be recycled
- ✓ Black plastic, bubble wrap, cling film, tape
- ✓ Hard plastics e.g. toys, flower pots, etc.
- ✓ Pet waste



Feed Me and Win!

Use your food recycling bin for the chance to win a £50 voucher of your choice.

www.feedmeandwin.co.uk
or contact your local Council

£50 VOUCHER

Last year Bristol students recycled 80% of their waste, can you beat that?

BRISTOL CITY COUNCIL

Neighbourhood Services

Strategic Contracts and Commissioning



Current Initiatives

Waste & Resources Strategy Refresh

Achievement against 2009 strategy targets – aspiration for Zero Waste Bristol

Options review and Action Plans

Contract Governance

BWC Review

New Landfill and Treatment Contracts

Behavioural Change Programme

WoE Strategy Refresh

WoE Procurement

Future Challenges/Initiatives

- 1 Upgrade of HRCs and Reuse initiatives
- 1 Reducing Costs Without Compromising Services
- 1 Long-term waste disposal solution
- 1 **Delivering the Circular Economy to Bristol**

Page 76



Contact Us

1 Pam Jones - Service Manager

0117-9223240 (pamela.jones@bristol.gov.uk)

1 Simon Graham – Waste Contracts Manager

0117-9223362 (simon.graham@bristol.gov.uk)

1 John Whelan – Waste Operations Manager

– 0117-92236881 (john.whelan@bristol.gov.uk)

1 Simon Anthony – Waste Partnership Officer

– 0117-9224718 (simon.anthony@bristol.gov.uk)





Bristol City Council, Brunel House, St George's Road, Bristol, BS1 5UY

Questions?








Monthly performance targets - Bristol Waste Company (BWC) - May 2016


Key: RAG Rating	better than target	at target	within 10% of target	>10% away from target
Year to date:				

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Collected on time per month - residual waste (595,372 collections)	99.925% (350)	99.95%		
Collected on time per month - recycling/incl food (930,038 collections)	99.93% (576)	99.95%		
Collected on time per month - garden waste (85,310 collections)	99.93% (55)	99.86%		
Rectified within SLA (reported before 2pm collection the same day and after 2pm collection by 12pm the following working day) *	99%	90.11%		

Reported incidents - Issues rectified within Service Level Agreement (SLA) timescales

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Street cleansing - reported before 2pm collection the same day and after 2pm collection by 12pm the following working day *	88%	95%		
Flytipping - 48 hours *	87%	89%		
Graffiti - 24 hours *	81%	94%		
Litter bins - reported before 2pm collection the same day and after 2pm collection by 12pm the following working day *	91%	95%		
Dead animals - 24 hours *	96%	96%		

Performance of key SLAs (NH563)

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Combination of top 6 SLAs average (marked with *)	89%	93%		


BWC Recycling target

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
50% by 2020 (42.5% of this by BWC; 7.5% from HWRC)	37.26%	37.16%	↓	

Street cleansing - against B industry standard

Measure of Success (every 4 months)	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Litter	9.0%	5.50%	↑	
Detritus	25.0%	8.30%	↑	
Graffiti	6.0%	6.50%	↓	
Flyposting	1.0%	0.45%	↑	

Winter Maintenance

Measure of Success (Winter only)	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Gritting within 3.5 and 5 hours of request	23%	73%		



Appendix D

Bristol City Council Overview and Scrutiny – Scrutiny Workshop

Review of Bristol Waste – Journey towards Zero waste

Date: Workshop 9th June 16 (followed by Formal Commission Meeting on 7th July)

Venue: City Hall

Time: 10am to 1.30pm

Outline

On 12th June 2015, Bristol City Council approved the mutual termination of the Waste Collection, Street Cleansing and Winter Maintenance contract with Kier Environmental Services.

It was subsequently agreed that waste services would be handed over on an interim basis to Bristol Waste Company (BWC) - a newly formed BCC owned company. This arrangement commenced on 8th August 15, and in December 2015 a Cabinet decision agreed that the Waste Company should continue to provide waste services to the Council until November 2018, with the outcome of a review of the longer term future of the services to be reported to Cabinet in summer 2016.

As part of this review process, it is suggested that Scrutiny conduct a workshop on 9th June 2016. The purpose of the workshop will be to understand the various models of delivery of waste services, including the Teckal company, and to ensure Members are brought up to speed with the history of the waste services contract.

Following the workshop, the Neighbourhoods Scrutiny Members and OSMB will have the opportunity to formally comment on the Waste Cabinet report and make recommendations regarding the best way forward. The provisional dates for these meetings are;

Neighbourhoods Scrutiny – 7th July

Cabinet – 2nd August

Draft Workshop Programme;

Part One – Developing Understanding (10am to 11am)

To cover:

Background

- Context of waste in Bristol (How waste works)
- State of the market

Bristol Waste Company (BWC)

- Summary of events leading to the establishment of BWC
- What a Teckal company is and what parameters it operates within
- Performance of BWC to date

Council Ambitions

- Waste Strategy and the targets we are working towards which the service provider will be key to achieving.

Part Two – Bristol Waste Company – Questions (11pm-12pm) (Tracey Morgan Invited).

- Summary of achievements and what's been learnt since BWC took over, reflections on the last year and high level ambitions/vision for service delivery. (15 minutes)
- Questions

Lunch – 12pm to 12.30pm

Part Three – Members table discussion (12.30 to 1.30) caveat with

- Facilitated table discussions to identify any common views regarding:
 - A) Any information shared or discussed in earlier sessions
 - B) What can you contribute to waste prevention, how can you champion change?
 - C) Priorities for a future service provider – reasons why and evidence.

Plenary feedback.

**Appendix E EQIA
Proposal - BWC Ten Year Business Plan**

Directorate and Service: Neighbourhoods

Lead officer Netta Meadows

Additional people completing the form (including job title): Pam Jones, Service Manager Strategy Commissioning and Contracts

Start date for EqIA: 10 April 2016

Estimated completion date: 7 June 2016

Step 1 – Use the following checklist to consider whether the proposal requires an EqIA

1. What is the purpose of the proposal?

The proposal is to direct award a ten year contract to Bristol Waste Company to deliver an integrated waste service. In relation to services delivered directly to customers/residents, this includes waste collection, street cleansing and winter maintenance, as well as commercial waste collections.

	High	Medium	Low
2. Could this be relevant to our public sector equality duty to:			
a) Promote equality of opportunity			Y
b) Eliminate discrimination			Y
c) Promote good relations between different equalities communities?			Y

If you have answered 'low relevance' to question 2, please describe your reasons

The proposal at this stage does not propose any significant changes to the existing service. However, at the stage when proposals are forthcoming which are significant, these would score high on 2a) b) and c) and would therefore require a full EQIA. There will be an equalities needs assessment or collection of baseline data on whether the current waste and recycling arrangements are meeting the needs of people with protected characteristics before the proposals and contract specification are set out.

3. Could the proposal have a positive effect on equalities communities?

<p>Please describe your initial thoughts as to the proposal's positive impact</p> <ul style="list-style-type: none"> - More direct involvement with Neighbourhood Partnerships and community groups for them to influence waste decisions - More tailored approaches for those with differing needs
<p>4. Could the proposal have a negative effect on equalities communities?</p>
<p>Please describe your initial thoughts as to the proposal's negative impact</p> <p>Cannot foresee any negative impact due to no significant changes in service provision</p>

If the proposal has low relevance and you do not anticipate it will have a negative impact, please sign off now. Otherwise proceed to complete the full equalities impact assessment

Service director – Gillian Douglas
 Equalities officer – Anneke Van Eijkern
 Date 07 June 2016

**Appendix F
Eco Impact Checklist**

Title of report: Proposals for future waste collection, street cleansing & winter maintenance				
Report author: Netta Meadows				
Anticipated date of key decision: 2nd August 2016				
Summary of proposals: Award the Bristol Waste Company a ten year contract to provide integrated waste services				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	y	-ve	Emissions arise from collection, recycling & disposal of waste. Also from the operation of site depots/ HWRCs, winter gritting and cleansing services	Emissions should reduce overall through commitments to improve re-use, recycling, fleet specification and reduce waste arisings
Bristol's resilience to the effects of climate change?	y	both	Type & location of future disposal/ recycling facilities may impact on resilience Proposed location for new HWRC may be vulnerable to flooding	Resilience will be considered as part of any new contractual arrangements To be addressed through Planning process. Flood risk assessment will be carried out.
Consumption of non-renewable resources?	y		Fuels, construction materials and energy are required for the delivery of this contract. Winter gritting consumes salt	Improved vehicle fleet specification at replacement
Production, recycling or disposal of waste	y		Proposal is for collection, recycling & disposal of municipal waste	Commitments to improve re-use, recycling rate and reduce residual waste arisings.
The appearance of the city?	y	+ve	Effectiveness of cleansing operations may alter appearance of the city	

		?	Construction of HWRC	Appearance managed via Planning
Pollution to land, water, or air?	y	-ve	Vehicle emissions from collection & disposal of waste, including customer travel to HWRCs Vehicle emissions from cleansing & winter gritting Odour from waste facilities Potential discharges from waste facilities	Replacement vehicle fleet will be lower emission than current arrangements. Site operational impacts will be managed via Bristol Waste's EMS and Environmental Permitting requirements.
Wildlife and habitats?	y	?	Any construction (e.g. new HWRC) may impact on wildlife & habitats	Guidance on protecting species & habitats will be sought from the Council's Natural Environment team, including opportunities for enhancement. They will also be consulted with as part of the Planning process.

Consulted with:

Steve Ransom, Environmental Programme Manager

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

- The collection, recycling and disposal of waste emits significant quantities of climate changing gases
- Transport and disposal of waste (including waste collection fleet) emits gases detrimental to air quality and public health
- Works for a new HWRC will consume resources and create some local impacts such as customer travel
- The proposal includes significant legal compliance requirements, for example Environmental Permits at three HWRCs

The proposals include the following measures to mitigate the impacts...

- Municipal recycling rate and total waste arisings will both be improved, to improve overall citywide performance
- The council will construct a new Household Waste Recycling Centre at Hartcliffe Way, to be operated by Bristol Waste
- Future waste collection arrangements and disposal procurement will include environmental assessment to ensure that overall environmental impacts are mitigated and reduced compared with current arrangements
- Bristol Waste will work with local groups to increase re-use, including a re-use

facility at Hartcliffe Way HWRC

- Replacement vehicles will have improved environmental performance compared with the current fleet, including the use of fuels that will help improve local air quality
- Bristol Waste will implement an externally-certificated Environmental Management System registered to EMAS or ISO14001, and publicly report on its environmental performance

The net effects of the proposals are...

In the short term, impacts are likely to be similar to current environmental performance as the vehicle fleet, collection specification and disposal contracts are inherited from previous arrangements. In the longer term, significant potential for improvement exists through a range of measures, including improved recycling rates, a new HWRC, reduced waste arisings, cleaner vehicles and lower-impact residual waste disposal.

The overall impact is positive

Checklist completed by:

Name:	
Dept.:	
Extension:	
Date:	
Verified by Environmental Performance Team	

NEIGHBOURHOODS SCRUTINY COMMISSION / OSM BOARD
DRAFT FOR DISCUSSION

BRISTOL CITY COUNCIL
CABINET
2nd August 2016

REPORT TITLE: Adoption of Bristol Waste Company Business Plan - August 2016

Ward(s) affected by this report: Citywide

Strategic Director: John Readman, Strategic Director, People (Client and Shareholder Function)

Report author: Netta Meadows, Service Director (Strategic Commissioning & Commercial Relations)

Contact telephone no. & e-mail address: 01179037744
netta.meadows@bristol.gov.uk

Purpose of the report:

This report seeks approval of a business plan for Bristol Waste Company Ltd., one of Bristol City Council's wholly owned trading companies with 'Teckal' status.

The adoption of this business plan is dependent upon a Cabinet decision being made, also on the 2nd August 2016, for Bristol Waste Company to continue to deliver waste services, including street cleansing and winter maintenance for a period of 10 years.

RECOMMENDATION for the Mayor's approval:

1. To consider and approve the adoption of the proposed Business Plan for Bristol Waste Company Limited (company number 09472624) (attached as Exempt Appendix 1).

Background:

1. In 2015, the Council established Bristol Waste Company Limited (company number 09472624) to deliver its waste services via a detailed business case and governance structure which resulted in the Cabinet decision of 11th June 2015.
2. Bristol Waste Company Limited exists predominantly to fulfil functions required of it by the Council under an agreement for services. Since Bristol Waste Company is controlled

by the Council and there is no private capital investment in it, the Council's waste contracts can be awarded to it direct, without the need for competitive tender.

3. This is as long as the control or private investment criteria remain unchanged and that less than 20% of its activities are to trade or to provide commercial services with other organisations or the public (this is what is known as a Teckal company).
4. The approval of Business Plans of the Council's wholly owned companies is a reserved decision of the Shareholder and in taking this decision at the Cabinet meeting the Mayor will be exercising responsibility on behalf of the Council as corporate shareholder of the company which the Council wholly owns.

Proposal

Business Plan - Bristol Waste Company Limited

5. The draft business plan for Bristol Waste Company Limited is submitted for approval and is attached as Appendix 1 (Exempt Report). This is exempt on the basis of information relating to the financial or business affairs of any particular person (including the authority holding that information).
6. The company's business plan was last updated in December 2015, to reflect the changed business needs of Bristol Waste Company Limited following the first few months of operation. The Mayor, as the shareholder representative, approved the 2016/2017 Business Plan for Bristol Waste at Cabinet on the 15th December 2015.
7. As part of this decision the Council sought approval for the agreement for Bristol Waste Company Limited to continue to provide waste services to the Council to be extended until November 2018, with the outcome of a review of the future of the services, to be reported to Cabinet by summer 2016.
8. This review is the subject of another report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service. (NHDS 01.16-17) is also being considered by Cabinet on August 2nd2016
9. The current contract for Waste Services covers the period up until November 2018. However Bristol Waste Company have produced a long-term business plan (10 years) to assist the Council in undertaking an appraisal on the options on the future of waste services delivery.
10. If Cabinet agrees to Bristol Waste Company Limited continuing to deliver waste services, then it will do so under this 2016-2026 business plan in Appendix 1 (Exempt report). The Shareholder will have an opportunity to review this business plan in December 2016 and in December every year subsequently as part of the annual business planning process which the Council's wholly owned companies will undertake.

Consultation and scrutiny input:

a. Internal consultation:

11. Neighbourhoods and OSMB Scrutiny Commissions have jointly considered a draft of this Cabinet report and business plans at its meeting of Date.

b. External consultation:

12. None

Other options considered:

13. None

Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of this decision :							
No.	RISK	INHERENT RISK		RISK CONTROL MEASURES	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
	Threat to achievement of the key objectives of the report	Impact	Probability	Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	Impact	Probability	
1	Business planning is inaccurate for companies, leading to company failure and financial loss to the Council.	High	Medium	Specialist input from key specialists to generate and test assumptions. Dedicated specialist finance resource to consider the robustness of the plans.	Medium	Low	Julie Oldale

FIGURE 2							
The risks associated with <u>not</u> implementing this decision:							
No.	RISK	INHERENT RISK		RISK CONTROL MEASURES	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
	Threat to achievement of the key objectives of the report	Impact	Probability	Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	Impact	Probability	
	Cabinet does not agree to Bristol Waste Company Limited continuing to deliver waste services and this 2016-2026 business plan will not be adopted leaving BWC without a Business Plan.	Medium	Medium	If the 10 year business plan is not approved BWC, as part of the regular business planning process which ends in December, will revise their current business plan, based on a contract end date of November 2018. The Council will also bring back proposals for the scope of a procurement process for waste services to be delivered externally from November 2018.	Low	Low	Netta Meadows
1	Council company, despite having been asked to continue to provide service in long term, is unable to implement a suitable long term business plan, resulting in the company being unable carry out service improvement and work towards greater financial independence.	Medium	Medium	Business Plan will only be adopted in the event of the company being asked to continue to deliver the service in the long run. Business plan presents options which allows it be accepted in full or in part.	Low	Low	Netta Meadows

Public sector equality duties:

14. Specific equality impact assessments were carried out as part of the business case

establishing Bristol Waste Company. Where further considerations are required, these are specified in the business plan and have also been considered as part of the report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service.

Eco impact assessment

15. Eco-Impact Assessments have previously been undertaken for Bristol Waste Company and in relation to this business case have also been considered as part of the report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service.

Resource and legal implications:

Financial Commentary: Interim Service Director: Finance (s.151 Officer)

The budgeted funding envelope for the waste collection service is only fully identified until 2018/19. At this stage the anticipated cost of delivering this statutory service will need to be considered as it can no longer be delivered (irrespective of provider) for the current budgeted level. As this is a statutory service consideration will need to be given to how this service is funded as part of the next Medium Term Financial Plan.

Within the business plan, BWC is assuming responsibility for risk within the overall collection and disposal model, but overall the BWC financial plan appears to take a prudent position and has not forecast reductions in waste disposal costs or increases in recycling income or the investment being made in behavioural change as part of the proposal.

As with all contracts across the Council, it is recommended that a review clause is put in place that allows for the Council to consider any changes in service requirements and the funding envelope throughout the period of this arrangement.

The award of the contract for 10 years gives a long term planning horizon for the company.

In the financial plan of BWC, it is forecasting to retain annual surpluses (income less cost) of on average £900k per annum over the 10 year period. This position needs to be considered in the context of BWC as a subsidiary of Bristol Holding Company and the overall position of that group. According to the Shareholder Agreement with Bristol Holding company there is a requirement for the Companies to put in place a dividend policy as appropriate. This policy should be signed off by the Shareholder, and therefore this governance allows the Shareholder to consider the way it would wish any profits to be utilised.

Lastly, waste collection and disposal expenditure budgets have been inflated by 2% per annum for comparison with the proposed charges of BWC in the table above. In practice, it will be a decision for the Council as part of its annual budgeting whether to allow this inflationary increase in the waste service expenditure budget or not.

Julie Oldale - Interim Service Director: Finance (s.151 Officer)

Date **23 June 2016**

Comments from the Corporate Capital Programme Board:

16. None

c. Legal implications:

The recommendations in this report are lawful.

17. The Public Contract Regulations 2015 (PCR 2015) enables the Council to award contracts for works, supply of goods and/or provision of services, direct to any company if:
- it exercises control over it similar to that which it exercises over its in-house departments;
 - more than 80% of the company's activities are carried out in the performance of tasks entrusted to it by the Council; and
 - there is no direct private capital participation in the company (with limited exceptions).
18. Such a company is generally referred to as a 'Teckal' Company after the case which first established the exemption. Bristol Waste Company currently falls within these criteria. In consequence of its Teckal status, Bristol Waste Company is a 'contracting authority'. As such it must procure its own goods, works and services in compliance with the PCR 2015.
19. Bristol Waste Company is also subject to the disclosure requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. The Council will remain liable at all times for compliance with legislation relating to environmental contamination, environmental reporting requirements, and waste management.
20. All arrangements and agreements reached between the Council and Bristol Waste Company for the provision of services to or on behalf of the Council should be documented in legally binding, commercially justifiable terms. This will evidence compliance with state aid rules. Such documents will also define the respective responsibilities of the parties and set out the indemnities to be provided by Bristol Waste Company in the event of claims arising against the Council for matters Bristol Waste Company has taken responsibility for.
21. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply to the transfer of services from the Council or its current suppliers to Bristol Waste Company. TUPE may also apply if and when Bristol Waste Company ceases to provide the Council with services. Relevant entry and exit terms relating to TUPE should be drafted into the service provision agreements.
22. Bristol Waste Company currently occupies Council property and relevant leasing and licencing arrangements will need to be in place for their continued use and to cater for the proposed change of use of the Hartcliffe depot if converted to a recycling centre to be managed by Bristol Waste Company.

Advice given by Jane Johnson - Team Leader, Corporate Team, Legal Services

Date **16 June 2016**

d. Land / property implications:

- 1.1 The proposals will result in the continued occupation of Council owned land and buildings detailed in the appendices to this report subject to terms and conditions which would apply if the premises were offered for lease in the open market.

Advice given by **Robert Orrett – Service Director Property**
Date **10 June 2016**

e. Human resources implications:

23. The Transfer of Undertakings (Protection of Employment) Regulations 2015 (TUPE) entitles transferring employees to retain the same terms and conditions of employment after the transfer as they enjoyed immediately before the transfer. TUPE provides that changes to terms of employment will be void if the sole or principal reason for the change is the transfer itself, unless either the reason for the variation is either:

- an economic technical or organisation reason entailing changes to the workforce (“ETO reason”) or
- is the transfer, but the terms of the employment contract permit the employer to make such a variation.

24. BWC seconds an HR officer from the Council and the Council provides its HR support services and specialist HR skills and acumen in the provision of advice and guidance in relation to workforce matters

25. BCC provide guidance and advice in support of the vision to provide the social benefits of good quality jobs and training opportunities. This arrangement currently provides a direct influence and confidence in the standard and appropriate expenditure of public money.

Advice given by **Sandra Farquharson, People Business Partner, Neighbourhoods and HR Consultancy**

Date **10 June 2016**

Appendices:

The appendices marked EXEMPT are on the basis of information relating to the financial or business affairs of any particular person (including the authority holding that information).

EXEMPT Appendix 1 **Bristol Waste Company Ltd. Business Plan**
EXEMPT Appendix 2 **Financial Commentary: Finance Advisor to Bristol Holding Company Ltd.**