

Overview and Scrutiny Management Board Agenda



Date: Tuesday, 27 November 2018

Time: 5.00 pm

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

Distribution:

Councillors: Geoff Gollop, Estella Tincknell, Donald Alexander, Tom Brook, Stephen Clarke, Claire Hiscott, Gary Hopkins, Carole Johnson, Paula O'Rourke, Celia Phipps and Jo Sergeant

Issued by: Lucy Fleming, Democratic Services

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

Tel: 0117 9222483

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

Date: 19th November 18



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

2. Apologies for absence

3. Declarations of Interest

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

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

4. Minutes of the previous meeting

(Pages 6 - 9)

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to 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 21st November 18.

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 26th November 18.



7. Work Programme

To note the work programme.

(Pages 10 - 14)

8. Mayor's Forward Plan

(Pages 15 - 26)

9. Chairs' Updates

10. Local High Streets

(Pages 27 - 35)

11. Hartcliffe Way Recycling Centre

(Page 36)

12. Library Strategy Update

(Pages 37 - 43)

13. Exclusion of Press and Public

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

14. Bristol Waste Company Business Plan (part exempt)

(Pages 44 - 92)

15. Bristol Energy Company Trading Position (exempt)

(Page 93)



Public Information Sheet

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

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

You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

Other formats and languages and assistance
For those with hearing impairment

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

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

Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to democratic.services@bristol.gov.uk or Democratic Services Section, Brunel House St Georges Road Bristol BS1 5UY. The following requirements apply:

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

Please see www.bristol.gov.uk and the '[How to Have Your Say](#)' pdf for the parameters of each individual Committee and what will happen to your submission.

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

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).



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

Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions.
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

Webcasting/ Recording of meetings

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





Members of the Overview and Scrutiny Management Board Present (in full or part); Councillors Don Alexander, Tom Brook, Eleanor Combley (substituting for Stephen Clarke), Geoff Gollop (Chair), Claire Hiscott, Gary Hopkins, Paula O'Rourke, Celia Phipps and Jo Sergeant.

Other Members present (in full or part);

Councillor Clive Stevens

Councillor Asher Craig, Deputy Mayor – Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities

1. Welcome Introductions and Safety Information

The Chair welcomed all attendees to the meeting.

2. Apologies for Absence and Substitutions

Apologies were received from OSM Members; Councillors Stephen Clarke, Estella Tincknell and Carole Johnson. Councillor Stephen Clarke was substituted by Councillor Eleanor Combley.

Councillor Helen Holland, Cabinet Member for Adult Social Care also sent apologies.

3. Declarations of Interest

None received.

4. Minutes of the Previous Meeting

The minutes from the meeting on 3rd September 18 were agreed as a correct record.

5. Chair's Business

There was no Chair's business.

6. Public Forum

The following public forum was received and a copy placed in the minute book;

No.	Name	Subject
1.	Councillor Paula O Rourke	Chair's Progress Report –



2.	Councillor Stephen Clarke	Growth and Regeneration Scrutiny Commission Chair's Progress Report – Resources Scrutiny Commission
3.	Councillor Tom Brook	Chair's Progress Report – Assets Task Group
4.	Councillor Clive Stevens	Chair's Progress Report – Budget Task Group
5.	Councillor Stephen Clarke	Chair's Progress Report – Social Value Task and Finish report

7. Equality and Inclusion Strategy

Members received an introduction to the report from officers, setting out the key information in relation to the Equality and Inclusion Strategy. The Commission went on to consider the matter and ask for additional information in a number of areas. The discussion was as follows;

- Publication of information in relation to the gender pay gap was already being undertaken by the Council and consideration was being given to extending this to include other demographic groups.
- Currently there were insufficient numbers of Black and Minority Ethnic teachers (26 out of 1300), so positive action was being undertaken by the Council to improve the situation.
- It was important to ensure that the needs of Older People were also recognised and addressed as part of the Strategy. Those with mental health needs could also be included.
- Equalities Impact Assessments were routinely conducted as part of the Council's decision making process and should be sufficiently robust.
- The Council led 'Stepping Up' programme had been established in order to improve diversity amongst leaders across the city. The first cohort had included 46 participants and recruitment of the second cohort was underway, which would include a broader range of disadvantaged groups.
- It was vital to ensure that candidates for forthcoming local elections were representative of the local community.
- A report setting out progress on implementation of the Equality and Inclusion Strategy would be brought to the Commission in summer 2019.

RESOLVED; That the draft Equality and Inclusion Strategy be noted and an update on implementation be brought back to the Commission in summer 2019.

8. Corporate Performance Report

The Commission received an introduction to the report from officers, who confirmed that the purpose of the paper was to clarify the process around reporting with responsibility for in-depth review of the Council's performance residing with the individual Scrutiny Commissions. The Commission went on to consider and comment on the information provided. Details as follows;

- Key commitments for the Council were set by the Mayor and Cabinet in line with the Corporate Strategy.



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- The Council's performance was reviewed on an ongoing basis, but also annually as part of the business planning process.
 - Concern was raised about the number of invoices to the Council that were being paid late (19%) and officers confirmed that steps were being taken to address this. It was agreed that the Resources Scrutiny Commission could be tasked at looking at this in the future if the situation didn't improve, particularly because of the potential impact on Small and Medium Size Enterprises (SMEs).
 - Members queried KPI BCP425, noting that the Number of Affordable Homes Delivered in Bristol appeared to be below target, but were advised that the deadline was not until 2020 and the objective was expected to be met.

RESOLVED; That the performance update be noted.

9. Corporate Risk Register

Following a brief introduction from Officers, the Commission made the comments set out below;

- Some of the items listed on the Risk Register also brought benefits, for example trees.
- It was important to recognise that most issues carried an acceptable level of risk, which was known as the 'tolerance level.'
- All Cabinet ('key') decisions should include a risk assessment, although consideration would be given to improving how the information was displayed.

RESOLVED; That the updated Risk Register be noted.

10. Standing Item – Chairs' Updates

The Chairs of the Task and Finish Groups were invited to provide updates on their work areas, some of which had been circulated in advance as public forum business (see above). It was agreed that the Chairs would continue to provide written precis for future meetings. The following points were made during the discussion;

- The Assets Task Group were focussing on Community Asset Transfers but some felt the remit should be broader.
- The Budget Task Group were doing a deep dive into the Council's finances, including any areas of risk. Key areas of focus included the cost of Adult Social Care, the Direct Schools Grant and also Brexit.
- The Communities Scrutiny Commission was interested in looking at the Community Infrastructure Levy and public toilets at future meetings. Housing was also a priority although this was the responsibility of more than one Scrutiny Commission.
- Concerns were raised about the potential loss of the Communities Scrutiny Commission following the Council directorate restructure, however, confirmation was provided that a reduction in Scrutiny was not anticipated at the current time.

RESOLVED; That the updates be noted and the Chairs be asked to continue to provide written updates for future meetings.



11. Standing Item – Mayor’s Forward Plan

Members noted the Mayor’s Forward Plan. The Chair advised that future editions were likely to list forthcoming decisions in the longer term.

RESOLVED; That the Mayor’s Forward Plan be noted.

12. Work Programme

The Board considered the Scrutiny Work Programme for the remainder of the 18/19 Municipal Year. The following matters arose;

- Scrutiny had been invited to become involved in a piece of policy development work looking at the future of high streets and a report setting out the position would be brought to the next meeting on 27th November 18.
- A report detailing the current situation regarding the library service would also be brought to the Commission on 27th November 18. Once the paper had been published, Members were asked to notify of any areas of interest in advance so that officers could prepare for the meeting. It was agreed that the reports of recommendations from previous scrutiny of the library service would be circulated to all Members of OSM. **ACTION.**
- Scrutiny of the Council’s budget proposals for 19/20 would be taking place in advance of the budget setting Full Council meeting on 26th February 18. It was agreed that the process would be led by the Resources Scrutiny Commission (who would be informed by the work of the Medium Term Financial Plan Task Group) with the final comments to the Cabinet being prepared in conjunction with OSM at the meeting on 17th January 19.

RESOLVED; That Scrutiny of the budget proposals for 18/19 be led by the Resources Scrutiny Commission in early 2019, with comments to Cabinet to be finalised at the OSM meeting on 17th January 19.

Meeting ended at 19.19

CHAIR _____



Scrutiny Work Programme 2018 / 2019

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
July 2018				
		26th July, 6pm		
		Annual Business Report		
		Joint Local Transport Plan		
		Bristol Transport Strategy		
		Cllr Threlfall Q&A / discussion session		
		Trusts and Mutualisation Report		
		Air Quality		
August 2018				
		13th August, 9.30 am		
Page 10	Housing Company (closed briefing and Q&A session for Commission Members and OSMB)			
September 2018				
		10th September, 10am	24th September, 3pm	3rd September
		Waste: <ul style="list-style-type: none"> • Bristol Waste Company • Cleanliness of city / clean streets campaign – update • Enforcement 	ICT Systems and Strategy	Arena Cabinet Paper
		Community Safety statistics (Safer Bristol)	Commercialisation and Income Generation	Companies Governance Review – information only
		Directorate Performance Report (KPIs)	Annual Business Report	Creation of the Housing Company – information only
			Finance Report	Bristol Energy Operational Plan
			Directorate Performance Report (KPI's)	

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Risk Register (Corporate)	
October 2018				
Thurs, 18th October, 5pm				25th October 4pm MQT & 5pm OSMB
Strengthening Families Programme and Adverse Childhood Experiences				Equalities Policy & Strategy
Children's Centres				Corporate Performance Report
Suicide (University) Clusters				Corporate Risk Register
Directorate Performance Report (KPIs)				Standing item – Chair's Updates
Directorate Risk Register				
November 2018				
19th November, 2pm	12th November 10.00 am	29th November, 5pm		Tues 27th November (4pm MQT / 5pm OSMB)
Better Lives Programme <ul style="list-style-type: none"> • Implementation • Delayed Transfers of Care • Recommendations from the Adult Social Care Scrutiny Task Group 	Housing: <ul style="list-style-type: none"> • Private rented sector / HMO regulation • Tackling housing crisis • Vehicle Dwellers 	Highways Scheme Delivery Report		Libraries – Positioning Paper
Female Genital Mutilation (FGM)	Community Safety Statistics (Safer Bristol)	Harbour Review		Local High Streets – Positioning Paper
Public Health	Risk Register	City Leap Project		Standing item – Chair's Updates
Directorate Performance Report (KPI's)		Directorate Performance Report (KPI's)		Information only item - Household Waste Recycling Centre planned at Hartcliffe Way
Directorate Risk Register (TBC)		Risk Register		Bristol Waste Company Business Plan (part exempt)
				Bristol Energy Company

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Trading Position (exempt)
December 2018				
			4pm, 6th December 2018	
			<ul style="list-style-type: none"> Commercialisation & Income Generation - Update Plus: Commercialisation & Innovation Working Group – Up-date 	
			ICT Systems and Strategy Verbal up-date (possible exempt item)	
Page 12			Council Tax Base Report	
			Collection Fund Surplus/Deficit Report	
			Brexit Impact Assessment Report	
			Global Parliament of Mayors (TBC)	
			Resources Period 5 Finance Information – Standing Item	
			Q2 Risk Register	
January 2019				
28th January, 2pm	14th January, 10 am		January Dates TBC (x2)	Thurs 17th January (4pm MQT / 5pm OSMB)
Thrive mental health – annual review	CIL (update/review of new CIL committee arrangements)		Budget Scrutiny	<i>Provisional item</i> - Companies Business Plans
Mental Health Recommissioning and Supporting People Services	Customer services update/review			<i>Provisional Item</i> - Corporate Performance Report
Winter resilience update	Public Toilets			<i>Provisional Item</i> - Corporate Risk Register

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
Directorate Performance Report (KPI's)	Standing Items TBC: <ul style="list-style-type: none"> Community Safety statistics (Safer Bristol) Directorate Performance Report (KPIs) Directorate Risk Register 			Standing item – Chair's Updates
Directorate Risk Register (TBC)	Housing Allocations / Home Choice Review			<i>Provisional item</i> – One City Plan

February 2019

		21 st February, 5pm	28 th February, 4pm	February TBC (13 th Feb to 4 th March)
Page 13		Local Plan (TBC may move)	Workforce (TBC)	<i>Provisional Item</i> – Energy Company Business Plan
		Harbourside Regeneration and Flood Strategy		
		Cumberland Basin / Weston Harbour (yet TBC)		

March 2019

25 th (tbc) March, 4pm				
School Places – Provision, Expansion and Admissions				
Bristol Hospital Education Services				
School readiness risks and action plans				
Learning City update				
Care Leavers				
SEND Scrutiny task group update report				

Directorate Performance Report (KPI's)				
Directorate Risk Register (TBC)				
April 2019				
				April TBC
				<i>Provisional Item - Corporate Performance Report</i>
				<i>Provisional Item - Corporate Risk Register</i>
				Standing item – Chair's Updates
Items to be Scheduled				
Quality Accounts		Cross-Border Planning Issues (provisional – TBC)		Progress Report on Implementation of the Equality and Inclusion Strategy. <i>Summer 2019.</i>
Page 14		Climate Change ID (TBC)		
Joint Health Overview and Scrutiny Committee				
(Bristol, North Somerset and South Gloucestershire (BNSSG) : Sustainable Transformation Partnership)				
26th September , 2pm (Hosted by South Gloucestershire)				
Items in respect of the 'Healthier Together' Programme (to be confirmed)				

Overview and Scrutiny Management Board 27th November 2018



Report of: Tim O’Gara, Service Director, Legal and Democratic Services

Title: Mayor’s Forward Plan (Standing Item)

Ward: City Wide

Officer Presenting Report: Lucy Fleming, Head of Democratic Engagement (interim)

Contact Telephone Number: 0117 9222483

Recommendation

That the Board receive the current edition of the Mayor’s Forward Plan of Key Decisions to help inform the Scrutiny Work Programme.

Summary

The report provides the latest version of the Mayor’s Forward Plan

The significant issues in the report are:

The Board will wish to identify any forthcoming Key Decisions that will require input from Scrutiny.

Background

1. The Mayor's Forward Plan is published monthly to give notice of key decisions that will be considered by the Cabinet, Health & Wellbeing Board or Learning City Partnership Board. A key decision is defined as one which;

- Will result in expenditure of £500K or over
- Will result in savings of £500K or over
- Be significant in terms of its effects on communities living or working in two or more wards in the city

2. The Overview and Scrutiny Management Board (OSMB) will wish to review the list of forthcoming Key Decisions to ensure any relevant items can be considered by Scrutiny.

The latest version of the report can be found at appendix A.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Appendix A – Mayor's Forward Plan

Forward plan



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

This update published 1 December 2018

Democratic Services

Contact: Sam Wilcock, Democratic Services Officer, email: sam.wilcock@bristol.gov.uk

Tel: 0117 92 23846

BRISTOL CITY COUNCIL - FORWARD PLAN INDEX OF PROPOSED KEY DECISIONS

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

Key Decision

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

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

Non-key Decision

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

Cabinet Meetings

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

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

Glossary:

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

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

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

Page 19

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

Cabinet Members

- Marvin Rees (Lab) - Mayor of Bristol
- Cllr Craig Cheney (Lab) – Designated Deputy Mayor (with special responsibility for Finance, Governance and Performance)
- Cllr Asher Craig (Lab) – Deputy Mayor (with special responsibility for Communities)
- Cllr Nicola Beech – Cabinet Member for Spatial Planning and City Design
- Cllr Kye Dudd (Lab) – Cabinet Member for Energy, Waste and Regulatory Services
- Cllr Helen Godwin (Lab) – Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services
- Cllr Helen Holland (Lab) – Cabinet Member for Adult Social Care
- Cllr Anna Keen (Lab) – Cabinet Member for Education and Skills
- Cllr Paul Smith (Lab) – Cabinet Member for Housing

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

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Zoe Willcox zoe.willcox@bristol.gov.uk	<p>Urban Living Supplementary Planning Document - NEW ITEM A report to recommend that Cabinet adopt the Urban Living Supplementary Planning Document following consultation.</p> <p>Open</p>	Cabinet 6 Nov 2018	Councillor Nicola Beech	Growth and Regeneration Scrutiny Commission
David White david.white@bristol.gov.uk	<p>City Leap: Options Appraisal Development - NEW ITEM A report to seek approval for funding to ensure that the soft market testing exercise for the City Leap project is fully capitalised upon. This funding will maintain the existing project team and engage specialist financial and legal advice to support the development of a viable and robust options appraisal for final recommendations for Cabinet to consider at a later date.</p> <p>Open</p>	Cabinet 6 Nov 2018	Councillor Kye Dudd	Communities Scrutiny Commission
Richard Marsh richard.marsh@bristol.gov.uk	<p>Joint Development and Land Agreement for Engine Shed 2, Temple Square and Station Approach This report recommends proposals to progress the joint development and land agreement at Engine Shed 2, Temple Square and Station Approach.</p> <p>Part exempt 3</p>	Cabinet 6 Nov 2018	Councillor Craig Cheney	Growth and Reperation Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Colin Molton colin.molton@bristol.gov.uk	Acquisition of land from City Of Bristol College at Hartcliffe Campus - NEW ITEM To obtain approval to acquire land from City of Bristol College. Part exempt 3	Cabinet 4 Dec 2018	Cabinet Member with responsibility for Housing	Growth & Regeneration Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Collection Fund Surplus / Deficit 2018 / 19 - NEW ITEM To recommend the estimated Collection Funds surplus / deficit as at 31 March 2019, for determination by Full Council Open	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	2018/19 Period 6 Forecast Outturn Report - NEW ITEM To approve the 2018/19 Period 6 finance report and the recommendation for changes to the capital programme Open	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Stuart Woods stuart.woods@bristol.gov.uk	Acquisition of Hawkfield Business Park - NEW ITEM To seek approval to purchase land and buildings at Hawkfield Business Park. Part exempt 3	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray denise.murray@bristol.gov.uk	Medium Term Financial Plan Update - NEW ITEM To recommend to Cabinet the Medium Term Financial Plan and updated resourcing principles for the period of 2019/20 to 2023/24 to Full Council for approval'. Open	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Council Tax Base 2019/20 - NEW ITEM To recommend the Council Tax Base for 2019/20 to Full Council. Open	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	Extension of Public Health Contracts - NEW ITEM To seek authorisation to extend specified public health contracts by twelve months. Part exempt 3	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Adults, Children and Education Scrutiny Commission
Michael Pilcher michael.pilcher@bristol.gov.uk	Procurement of hosting and support contract for the Council's finance system - NEW ITEM The report seeks approval to procure new contacts for systems for housing and support for our current finance system.	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open		and Performance	
Denise Murray denise.murray@bristol.gov.uk	Social Value Policy - NEW ITEM To seek approval of the revised Social Value Policy and the development of a toolkit of Bristol measures and metrics. Open	Cabinet 4 Dec 2018	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
David Lawrence david.lawrence@bristol.gov.uk	Bristol Waste Fleet Renewal - NEW ITEM To approve in principle Bristol Waste Company's fleet replacement programme. Part exempt 3	Cabinet 4 Dec 2018	Cabinet Member with responsibility for Energy, Waste and Regulatory Services, Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Communities Scrutiny Commission
Stuart Woods stuart.woods@bristol.gov.uk	Household Waste Recycling Centre at Hartcliffe Way - NEW ITEM To seek approval to develop land and buildings at Hartcliffe Way, Hengrove to create a third household waste recycling centre in full to include reuse, upcycling, resale and education facilities. Open	Cabinet 4 Dec 2018	Cabinet Member with responsibility for Energy, Waste and Regulatory Services	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Nick Carter nick.carter@bristol.gov.uk	Statutory Review of Gambling Act Policy - NEW ITEM To consider draft final policy for approval and implementation Open	Cabinet 4 Dec 2018	Cabinet Member with responsibility for Energy, Waste and Regulatory Services	Communities Scrutiny Commission
John Roy john.roy@bristol.gov.uk	Extension of Transport Asset Management System Contract - NEW ITEM To seek approval to extend the current contract. Part exempt 3	Cabinet 4 Dec 2018	Marvin Rees	Resources Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	Sustainable Transport Tender (Home School / Social Care) - NEW ITEM To seek approval to undertake a commissioning process for a new transport dynamic purchasing system for vulnerable people. Open	Cabinet 4 Dec 2018	Marvin Rees	Growth & Regeneration Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	Bid for Home Office funding to support children affected by domestic abuse (CADA) - NEW ITEM To seek approval to bid for Home Office Funding in the sum of £845,330 to support children across the city affected by domestic	Cabinet 4 Dec 2018	Cabinet Member with responsibility for Women, Children and Young People, and	Adults, Children and Education Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	abuse. Open		Lead Member for Children's Services	
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	Establishing Flexible Framework for Procuring Independent and Non-Maintained Special Schools and Specialist Post-16 Placements - NEW ITEM To seek approval for a flexible framework for procuring independent and non-maintained special schools and specialist post-16 placements. Open	Cabinet 4 Dec 2018	Cabinet Member with responsibility for Education and Skills	Adults, Children and Education Scrutiny Commission

Overview and Scrutiny Management Board

27th November 18



Report of: Colin Molton

Title: High Streets/Local Centres Action Plan

Ward: Citywide

Officer Presenting Report: Sarah Morrison/Jason Thorne

Contact Telephone Number: 0117 922 4541

Recommendation

To note this report and to provide a steer on how scrutiny would like to further inform the High Streets/Local Centres Action Plan

The significant issues in the report are:

The report covers the following

National Context

Bristol

High Streets Futures Research

Business Improvement Districts

City Centre Revitalisation

National Budget Announcements

West of England Combined Authority Love You High Street Funding



1. Summary

1.1 This report has been written to provide OSM with an overview of the national issues that are impacting on high streets/local centres. The report contains information on Bristol's high streets/local centres, and updates on the recent announcements made by central Government and the West of England Combined Authority that could provide opportunities for Bristol.

2. Context

National

2.1 The UK retail industry has seen an unprecedented level of change throughout the first half of 2018 and further changes are expected. Figures from the Office for National Statistics (ONS) revealed that these closures led to 80,000 retail job losses in the first half of the year. The national decline in high streets can be attributed to a large number of factors including:

- A historic reliance on a retail offer which is vulnerable to changing consumer habits such as opportunities for online shopping, out of town retail.
- A built environment often dominated by roads and cars rather than pedestrian focused.
- Often complex land ownership issues that make interventions challenging.

Bristol

2.2 The economic health and vibrancy of the city's high streets/local centres are vital e.g. employment, access to products and services, place making, tourism and income generation. There are roughly 16,000 business properties¹ within the City; approximately 7,000 of these¹ are located within our high streets/local centres.

2.3 The Bristol Local Plan highlights designated a network of 47 'town centres' –including City Centre, Town, District and Local Centres (see map in Appendix A). Overall, Bristol's high streets/local centres have a relatively low level of retail property vacancy rates, standing at 7.4% (Oct 2018) and ranging from City Centre at 10.2%, Town Centres 7.4% (avg), District Centres 4.9% (avg) and Local Centres 3.6% (avg).

2.4 Bristol City Centre's retail ranking in 2017 was 12th, a much improved performance compared to 27th in 2007, prior to the opening of Cabot Circus. However, Bristol's ranking is the lowest of all Core Cities apart from Sheffield.

High Streets Futures Research

2.5 The Council is in the process of developing a new High Streets/Local Centres Action Plan which will be used to inform policies, investment decisions and business support initiatives. The report will be completed in early 2019.

2.6 A survey is currently underway with residents/visitors, businesses, traders/community groups and property agents. A copy of the surveys which close on 2nd December can be found at <https://bristol.citizenspace.com/growth-regeneration/bristol-high-street-futures/>. The research will also be informed through the feedback received at the Mayors Hot Coffee/Hot Topic High Streets event which was held on 4th October.

¹ Estimate derived from Bristol business rates data

2.7 This research seeks to establish the current situation in Bristol, how Bristol competes and compares to other centres, growth or contraction within planning use classes, current level of vacancy within our high streets/local centres, suspected reasons for vacancies.

2.8 A desktop review of secondary research and examples of best practise is also being conducted. In 2014 Bristol participated in national research led by the Institute of Place Management which looked at the impact of changes to retailing. The research looked at factors that could influence the performance of high streets/local centres. The research identified there were 201 factors that influenced the performance of a high street/local centre. The 201 factors were then ranked by experts to identify firstly how important a factor was for vitality and viability, and secondly the extent to which a factor was controllable locally. The top five factors are listed below, further information can be found in Appendix B.

PRIORITY	CONSIDERATIONS
1. ACTIVITY HOURS	Ensuring the centre is open when the catchment needs it. What are the shopping hours? Is there an evening economy? Do the activity hours of the centre match the needs of the catchment?
2. APPEARANCE	Improving the quality of the visual appearance, e.g. the public realm. How clean is the centre?
3. RETAILERS & SERVICES	Offering the right type and quantity of retailers and other service providers. What retailers and service providers (private/public) are represented?
4. VISION&STRATEGY	Having a common vision and some leadership. Do the High Street stakeholders collaborate? Is the vision incorporated in local plans?
5. EXPERIENCE	Considering the quality of the experience. Measuring levels of service quality and visitor satisfaction. What is the overall experience of the centre?

2.9 The research will also be looking at the future including, what factors will impact high streets/local centres in Bristol in the future, what is the likely level of impact on the city, how resilient are Bristol’s high streets/local centres, where are the potential physical locations for growth and change. Finally we will be considering what short, medium and long term interventions may be needed to deal with or limit the impacts and take advantage of opportunities (for example promoting different types of development e.g. housing, employment) and are there high streets/local centres which need focused action plans.

Business Improvement Districts (BIDs)

2.10 Bristol has 5 business led BIDs, which cover all or part of a main high street/local centre (City Centre, Broadmead, Bedminster, Gloucester Road and Clifton Village). The BIDs represent over 2,000 businesses and through BID levies raise over £1.7m pa. The money raised through BID levies is invested in themes and priorities set out in each BIDs business plan.

Common themes and priorities for all Bristol BIDs are;

- Clean and green
- Marketing and promotion
- Events
- Street scene improvements

City Centre Revitalisation

2.11 The City Centre Revitalisation Group, started in July 2018, including key stakeholders with an interest in the economic vitality and future of the City Centre - BCC, Destination Bristol (including the City Centre and Broadmead Business Improvement Districts), Business West, University of Bristol, Bristol Hoteliers Association, Hammerson, Royal Institute of British Architects, Bristol at Night and a representative from the creative sector. The Group has identified four key themes, which will form the basis of a Revitalisation Plan:

- 24 hour Economy
- Identity – Culture, Tourism and Heritage
- Standards - City Centre Management
- Connections/Communication

2.12 The Group recognises work recently carried out, including the emerging City Centre Framework and Temple Quarter Master Plan.

2.13 In order to inform the Government's current review of high streets the Institute of Place Management (IPM) were requested by Ministry of Housing, Communities and Local Government (MHCLG) to hold 5 workshops across the country. The workshops brought together high street stakeholders to develop some understanding of initiatives that have taken place in high streets and how the stakeholders see the future of their location. Bristol hosted a workshop on 12th September focussing on the City Centre. The information from the workshops is being written up and will form part of a report to Government. IPM believe information gathered from these workshops have played a key role in informing the recent national Budget announcements.

National Budget Announcements

Business Rates

2.14 Business rates are often highlighted as a major issue for high street businesses. Business rates for retailers with a rateable value of up to £51,000 will be cut by one third for 2019/2020 and 2020/2021. Local Authorities will be fully compensated for the loss of income. In Bristol over 4,000 business rate accounts receive Small Business Rate Relief.

Future High Streets Fund

2.15 A £675m Future High Streets Fund was announced to support local areas in England to prepare long term strategies for their high streets and town centres and then co-fund investment in town centre infrastructure, including helping increase access to high streets and support redevelopment and densification around high streets through allowing investment in land assembly. The expectation is that local authorities will partner with the private sector to develop proposals. The Fund is for high street change not for adding additional retail space. Full details of the Fund will be announced by the end of the year.

High Street Taskforce

2.16 The Future High Streets Fund will also support a new High Streets Taskforce. The aims of the Taskforce are to support local leadership and provide high streets and town centres expert advice to adapt and thrive. The Taskforce will be launched early next year.

Planning consultation

2.17 A planning consultation to help support change on the high street has opened and runs until 14th January 2019. The aim is to make it easier for high streets to adapt for the future, with a wider range of retail, residential and other uses, looking at conversion of retail space to homes or offices and the potential for mixed use schemes. A second consultation will be published soon, including how to support the more effective use of tools such as Compulsory Purchase Orders and Local Development Orders.

Digital Services Tax

2.18 The Government is currently consulting on a Digital Services Tax (DST) which will come into force in April 2020. The consultation closes in 28th February 2019. The DST will be applied to specific digital business activities including search engines, social media platforms and online marketplaces.

West of England Combined Authority Love You High Street Funding

2.19 The West of England Combined Authority announced on 1st November that they would be allocating £10m from their Investment Fund to support high streets.

2.20 Each Local Authority has been asked to nominate one high street to run a pilot project. Bedminster has been selected as Bristol's pilot, focusing in and around East Street. The pilot will support the development of currently underutilised or vacant spaces. The focus will be on bringing new types of uses into the area, strengthening and diversifying the current high street offer. Attracting businesses within the creative and digital sectors will be a priority.

2.21 The project will provide grants and support to property owners and business/community based occupiers. Support will include helping to identify other sources of funding or complementary support, potential developers and occupiers. If successful the project will safeguard and enhance the high street environment, increase the number of businesses and jobs in the area with a focus on providing opportunities for residents in adjacent communities, provide new homes, generate additional Business Rates or Council Tax income.

2.22 The criteria used for selecting the high street was based on a number of factors including; vacancy rate, strategic importance, availability of opportunity for intervention/change and potential for positive impact on Bristol's most deprived communities. We expect there to be a number of other high streets supported after the pilot and we will be giving further consideration to criteria.

2.23 At this stage we are bidding for £25,000 for the feasibility and development work which will be required to inform the full business case for the pilot project. Proposals will be considered at the West of England Combined Authority committee meeting on 30th November.

Appendices:

Appendix A – List and Map of Bristol's High Streets and Local Centres, as defined in the Core Strategy 2011

Appendix B- High Streets 2020, top 25 factors that can influence performance of high streets/local centres

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

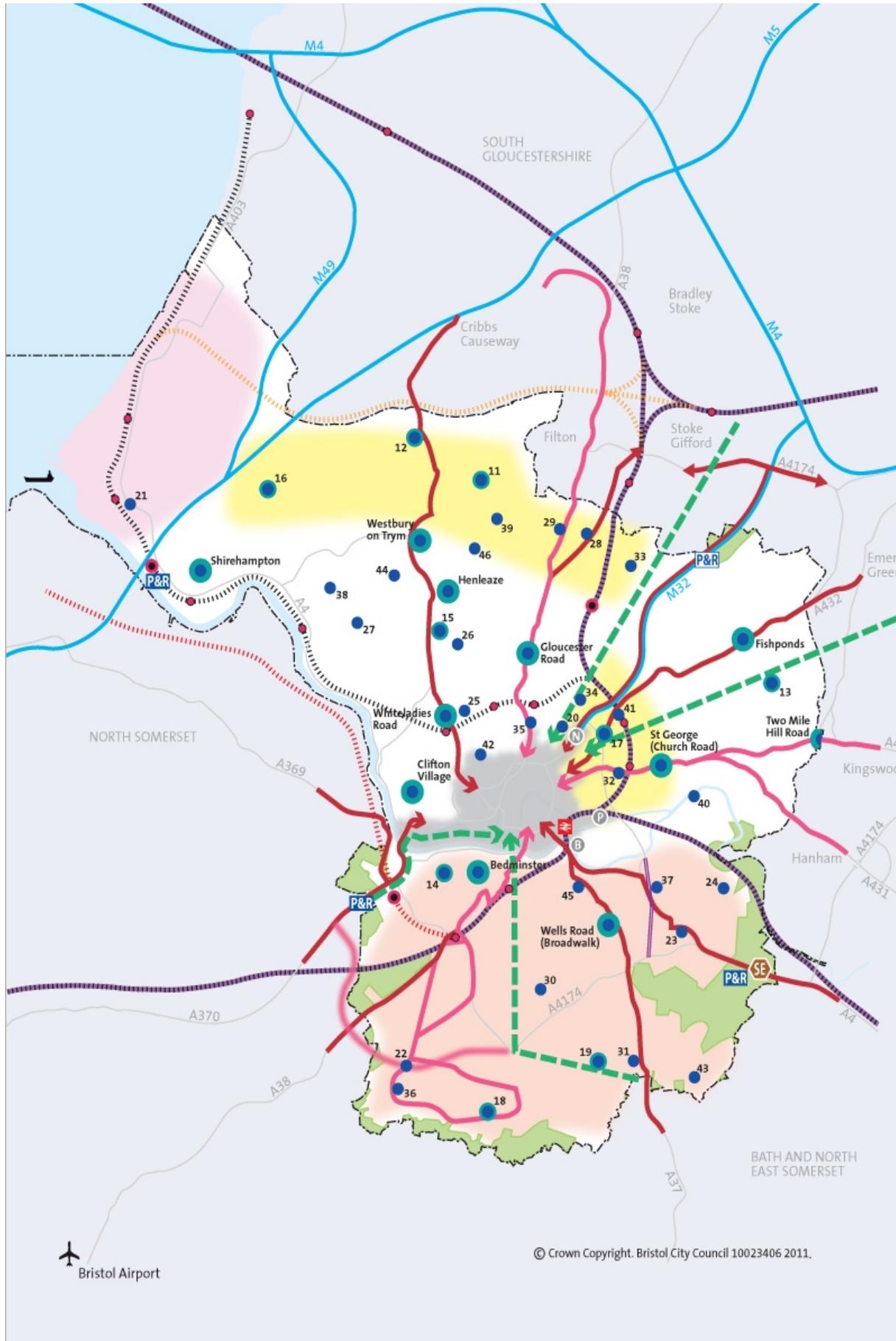
Background Papers:

None

Key Diagram

	Bristol City Council Boundary		Town Centres
	Green Belt area	1	Bedminster
	City Centre	2	Clifton
	<ul style="list-style-type: none"> Mixed commercial development Redevelopment opportunities: Broadmead Nelson Street and St James Barton 7400 homes Around 150,000 m² office floorspace 	3	Fishponds
	South Bristol	4	Gloucester road
	<ul style="list-style-type: none"> Economic, social and physical regeneration 8,000 homes Around 60,000 m² office floorspace Up to 10 ha industry and warehousing 	5	Henleaze
	Regeneration Areas	6	Shirehampton
	<ul style="list-style-type: none"> Economic, social and physical regeneration Northern Arc, Inner East 	7	St George (Church Road)
	Avonmouth/Bristol Port	7a	Two Mile Hill Road (part of Kingswood town centre)
	<ul style="list-style-type: none"> Industry and warehousing 	8	Wells Road (Broadwalk)
	Proposed extensions to City Centre	9	Westbury-on-Trym
	<ul style="list-style-type: none"> Newfoundland Street - Mixed use St Philips (Part) - Mixed use Bath Road - Mixed use 	10	Whiteladies Road
	Contingency for future development in southeast Bristol		
	<ul style="list-style-type: none"> Up to 800 homes 		District Centres
		11	Arneside Road (Southmead)
		12	Crow Lane (Henbury)
		13	Lodge Causeway
		14	North Street (Southville)
		15	North View (Westbury Park)
		16	Ridingleaze (Lawrence Weston)
		17	Stapleton Road
		18	Symes (Hartcliffe)
		19	Whitchurch (Oatlands Avenue)
			Local Centres
		20	Ashley Road/Grosvenor Road
		21	Avonmouth Village
		22	Bishopsworth
		23	Brislington
		24	Broomhill Road/Fermaine Avenue
		25	Chandos Road
		26	Coldharbour Road
		27	Druid Hill Stoke Bishop
		28	Filton Avenue
		29	Filton Road
		30	Filwood Broadway
		31	Gilda Parade
		32	Lawrence Hill
		33	Lockleaze (Gainsborough Square)
		34	Mina Road
		35	Picton Street
		36	Queens Road (Withywood)
		37	Sandy Park Road
		38	Shirehampton Road
		39	Southmead Road
		40	St Anne’s Road
		41	St Marks Road
		42	St Michaels Hill
		43	Stockwood
		44	Stoke Lane
		45	Totterdown
		46	Wellington Hill West/Southmead Road
	Proposed Showcase Bus Corridor		
	Existing Showcase Bus Corridor		
	Motorway network		
	Other existing highway		
	South Bristol Link Phase 1 and 2 (options subject to consultation)		
	Callington Road Link & Associated Highway Improvements		
	Proposed M32 Park and Ride (location to be determined)		
	Existing and expanding Park & Ride sites		
	Temple Meads Station		
	Possible new stations		
	Existing stations		
	Greater Bristol Metro Rail Project		
	Existing passenger rail routes		
	Reopening of Portishead rail line for passenger use		
	Reintroduction of passenger rail services on the Henbury Loop (longer term aspiration)		
	Proposed rapid transit (indicative)		
	Bristol Port		

Appendices A – List and Map of Bristol’s High Streets and Local Centres, as defined in the Core Strategy 2011



Appendices b

UK High Street 2020 Assessment

The High Street UK2020 project identified 198 factors that influence the performance of the UK High Street.

The project identified the top 25 priorities for local action for places wanting to increase footfall – a key performance indicator. Top of the list of actions is ensuring the area is open at times the catchment wants to visit. This involves coordinating opening hours – perhaps to meet the needs of commuters. It is not just retailing activity that attracts footfall – so the evening economy needs to be incorporated as part of the overall offer. Next on the list is improving the quality of the visual appearance of the area. This includes some really basic activities like clearing up litter as well as improving the quality of the physical fabric. Third is ensuring the right type and quality of retailers are represented. How well does the retailer presence match the profile of the catchment? Has the local population changed – have the retailers kept up? The fourth priority is having a common vision for the area and some leadership. This also means incorporating the vision of the area into planning documents – so that suitable development can happen and be resourced (when there is money). Finally, providing a consistent and suitable experience is important – in terms of image, customer satisfaction and levels of service quality.

PRIORITY	CONSIDERATIONS
1. ACTIVITY HOURS	Ensuring the businesses are open when the catchment needs it. What are the shopping hours? Is there an evening economy? Do the activity hours of the area match the needs of the catchment?
2. APPEARANCE	Improving the quality of the visual appearance, e.g. the public realm. How clean is the area?
3. RETAILERS & SERVICES	Offering the right type and quantity of retailers and other service providers. What retailers and service providers (private/public) are represented?
4. VISION & STRATEGY	Having a common vision and some leadership. Do the High Street stakeholders collaborate? Is the vision incorporated in local plans?
5. EXPERIENCE	Considering the quality of the experience. Measuring levels of service quality and visitor satisfaction. What is the overall experience of the area?
6. MANAGEMENT	Building capacity to get things done. Is there effective management – of the shopping area?
7. MERCHANDISE	Meeting the needs of the catchment. What is the range and quality of goods on offer?
8. NECESSITIES	Ensuring basic facilities are present and maintained. Is there appropriate car-parking; amenities; general facilities, like places to sit down and toilets etc.?
9. ANCHORS	The presence of an anchor which drives footfall. This could be retail (like a department store) or could be a busy transport interchange or large employer. What brings most people to your area?
10. NETWORKS & PARTNERSHIPS WITH COUNCIL	Presence of strong networks and effective formal or informal partnerships. Do stakeholders communicate and trust each other? Can the council facilitate action (not just lead it?)
11. DIVERSITY	A multi-functional area. What attractions are there, apart from retail? What is the tenant mix and tenant variety?
12. WALKING	The 'walkability' of the area. Are linked trips between areas possible – or are the distances too great? Are there

Appendices b

	other obstacles that stop people walking?
13. ENTERTAINMENT AND LEISURE	An entertainment and leisure offer. What is it? Is it attractive to various segments of the catchment?
14. ATTRACTIVENESS	The 'pulling power' of an area. Can it attract people from a distance?
15. PLACE ASSURANCE	Getting the basics right. Does the area offer a basic level of cleanliness, offer, customer service, is this consistent? Or do some operators, or parts of the offer, let this down?
16. ACCESSIBLE	Ease of reach. How convenient is the area to access? Is it accessible by a number of different means, e.g. car, public transport, cycling.
17. PLACE MARKETING	Communicating the offer. How does the area market and promote itself? Do all stakeholders communicate a consistent image? How well does the area orientate visitors and encourage flow – with signage and guides etc.
18. COMPARISON/ CONVENIENCE	The amount of comparison shopping opportunities compared to convenience (usually in percentage terms). Is this sustainable? Does it match needs of catchment?
19. RECREATIONAL SPACE	The amount and quality of recreational areas and public space/open space. Is there places that are unmodified? Where people can enjoy spending time without spending money?
20. BARRIERS TO ENTRY	Refers to obstacles that make it difficult for interested operators to enter the centre's/High Street's market. What is the location doing to make it easier for new businesses/service providers to come onto the High Street?
21. CHAIN VS INDEPENDENT	Number of multiples stores and independent stores in the retail mix of a centre/High Street. Is this suitably balanced?
22. SAFETY/CRIME	A centre KPI measuring perceptions or actual crime including shoplifting. Perceptions of crime are usually higher than actual crime rates. Does the area monitor these and how does it communicate results to stakeholders?
23. LIVEABLE	The resident population or potential for residential in the centre. Does the area offer the services/environment that residents need? Doctors, schools etc.
24. ADAPTABILITY	The flexibility of the space/property in an area. Are there inflexible and outdated units that are unlikely to be re-let or re-purposed?
25. STORE DEVELOPMENT	The willingness for retailers/property owners to develop their stores. Are they willing to coordinate/cooperate in updating activities? Or do they act independently (or not at all!).

Overview and Scrutiny Management Board

27th November 18



Report of: Nuala Gallagher, Director, City Growth, Investment & Infrastructure

Title: Household Waste Recycling Centre Planned at Hartcliffe Way

Ward: Various

Officer Presenting Report: For information only

Contact Telephone Number: 0117 9222891

Summary

On 4th December 18 the Cabinet will receive a progress update on the Household Waste Recycling Centre planned at Hartcliffe Way, Bristol. The report will contain information on the feasibility work undertaken to date. The paper will be published on 26th November and circulated to OSM members.



Overview and Scrutiny Management Board

November 27 2018



Report of: Communities - Libraries

Title: Library Strategy Update

Ward: Citywide

Officer Presenting Report: Kate Murray; Head of Libraries

Contact Telephone Number: 0117 352 1264

The significant issues in the report are:

1. Note the update on work progressing on the community engagement plans



Update on the October Cabinet paper

1. The cabinet in October 2018 approved a paper that outlined a new approach to library services engagement, now the historic savings target has been removed. A project budget was also approved. It was confirmed all that all current 27 libraries would be retained and the statutory local authority service would continue.
2. The existing Libraries savings target for 18/19 will be covered from reserves and savings targets for 19/20 and thereafter will be considered as part of the refresh of the medium term financial plan and 2019/20 budget process in February 2019. This will also include the savings target already achieved in 17/18 of £300K that contributed to the overall target of £1.4m. The budget has not increased nor have any capital funds been granted.

Library Strategy

3. Cabinet also approved the production of a Library Strategy to be coproduced with citizens and communities. The library strategy will take into consideration all the feedback from the 2017 Your Neighbourhood consultation, the subsequent meetings and conversations and ongoing interest from organisations and groups. It will also reference the ongoing conversations with academic institutions, supporters and funding bodies that have interest in Bristol and the service. As part of the strategy we will consider whether the current library sites are the most suitable in local locations, including the Central Library, looking at how best to maximise city assets. Any relocation would be subject to a proper understanding of the costs versus the benefits.
4. The strategy will have a strong element of co-production as its development will run in parallel with the proposed community engagement. The conversations will also contribute to the work on a library strategy. This is due to be published in April 2019.

Community Engagement Work

5. We proposed an extensive period of community engagement work with all 27 libraries to revisit ideas and suggestions in the two previous consultations that were presented in a period of proposed reduction (to close 7 in 2015 and then to close 17 in 2017). As all libraries are now to be retained, we want to engage again with communities about projects they can lead in a period of stability. This will build a future more sustainable service and build community confidence. This will be a period of community-led development not council-led options.
6. We are progressing with a plan to host 6 daytime and 6 evening meetings around the city in accessible, neutral venues. We are currently assessing availability and will shortly be producing a list of dates and booking details. These will be promoted via the website, in all libraries and will be sent to all community newsletters. The meetings will commence at the end of January to mid-March 2019. We will be clear which libraries will be discussed at which venue. The meetings will be facilitated by the Community Development Team. We hope the meetings will kick-start ideas and suggestions and lead to further community-led meetings.
7. We are also working with the Community Development Team to do some additional in-depth work with key community organisations around the city. These will run in parallel to the bigger

meetings and we hope the community organisations will also support individual table conversations at the bigger meetings. Some of these more local conversations will reflect the wider concerns over community assets and the best use of buildings.

8. We are also doing some targeted work with secondary schools and sixth forms and will be visiting the Youth Mayors in 2019.
9. Whilst the first phase of the community conversations will finish by April 2019, we believe conversations will be ongoing as ideas and developments are progressed.
10. The ideas and suggestions could be as simple as additional story times in another language to a much more ambitious project such as different way of running a library building. We are open to all suggestions at this stage. To help the conversations we will be producing an information pack – all the data we hold on the buildings, costs, footfall and explanations of what is leased or rented. We also have a wealth of data from the consultations and this will be summarised and we will explain what we have already taken forward. We wish to reassure our citizens that all the time they invested in talking to us about the library service has not been wasted or lost.
11. We hope that the Friends Groups, local councillors and key community organisations will promote attendance at the meetings. We will invite all individuals and groups that previously made suggestions in the 2017 consultation. We will also provide an online space for ideas and suggestions.
12. Library staff will be involved at a local library level as they have valuable professional knowledge of the service, and the needs of their local communities and citizens. These meetings will be run in parallel to the community meetings.
13. We will put all the information from the packs on the website and make the information available at the meetings and at all libraries.
14. At the close of this first phase of engagement in April 2019, we will then sift and consider the ideas and suggestions. Some suggestions will be quick and easy to implement and some will take longer and require support or funding. We will encourage and support communities to lead on 5- 8 pilot projects throughout the city. We cannot progress every idea nor can we take forward one for all 27 libraries. Some projects may be about adding extra activities, some may be about extending the use of the library building, and some will be about extending the service. Some may be about raising income and much greater community involvement.
15. We would also be considering the pilot projects in relation to how they fit the outcomes of the Corporate Strategy and national library services priorities. These will be focused on Empowering and Caring – children have the best start in life; Fair and Inclusive – improving educational outcomes and reducing inequality; Well connected – becoming a digital city, reducing social and economic isolation and working with partners; Wellbeing – improving physical and mental health and keeping Bristol a leading cultural city.
16. The library service will be able to support communities to lead some projects and there will be some financial assistance depending on the project. However there may also be support from the Community Development Team or other council departments. There may be external

support from other organisations that is more appropriate.

17. Whilst the longer term future is uncertain (as for many council services), this opportunity to explore change will lead to a more community-involved service that is more resilient and able to adapt to future scenarios. We will also use this time to understand future needs of local communities and develop a strategy to adapt to changed reading and usage habits.

Appendices:

October cabinet paper – Appendix A

Appendix A

Community Engagement

1. The confirmation of a council run library service offers a window of opportunity for essential conversations with local communities. It is vital that the service and the communities use this period to work together to pilot new approaches, extend the current services offered from the building, maximise use of the buildings and explore new partnerships. This is a different approach to the previous proposal and will be led by community needs and solutions. We trust that communities are best placed to coproduce a future service that works for them.
2. Whilst the longer term future is uncertain (as for many council services), this opportunity to explore change will lead to a more community involved service that is more resilient and able to adapt to future scenarios. We will also use this time to understand future needs of local communities and develop a strategy to adapt to changed reading and usage habits.
3. We propose to begin local community engagement around all 27 library sites from October 2018, to discuss the library buildings and services, other neighbourhood assets, local needs, ideas previously presented and new ideas. We will aim to talk to all 27 communities initially to inform the strategy and then develop a more phased approach for future in depth return conversations. There will be council officer support for communities to further any suggestions or turn ideas into pilot projects.
4. These conversations will include local councillors and community organisations. They will form a basis for ongoing engagement, the potential formulation of more Friends Groups and will explore how the library service and buildings can be extended by community-led use. We will be clear to the community if there are any constraints to consider, such as insurance, lease agreements and any legal issues. We will aim to involve current and potential users of the service and space and are keen to involve the Youth Mayors.
5. We have a wealth of information from the 2015 library consultations and the 2017 Your Neighbourhood Consultation. We also had suggestions and proposals as part of the consultation in 2017. We will use this as the basis for starting the community conversations. We will support this work by using council project resources that will help facilitate conversations across communities and partners. Engagement will be supported by research of what others are doing outside of Bristol, and what may be possible in Bristol. We will compliment this work with internal discussions to take advantage of any Property or service developments in local neighbourhoods.
6. Library staff will be involved at a local library level as they have valuable professional knowledge of the service, and the needs of their local communities and citizens.
7. We are aware that the communities have experienced a lot of recent consultation about the service and want to be very clear that the community conversations are not assessments or based around any criteria. They will not be based around savings targets. We are very interested in exploring in more depth the ideas and suggestions already presented, as well as

any new ideas. It is intended that these will supplement or enhance the existing library service, and will be community led. We imagine each community conversation may be different.

8. We recognise that this work will take some time to complete and will aim to work with all communities equally in the first phase to inform the strategy, and then in a more detailed way in the second phase. We will undertake a phased approach as we can pilot projects and pass on the lessons learnt to other areas, so will prioritise library development as some ideas and plans may be more formed than others. They may be existing interest and groups that can form part of a first pilot. This will reflect community readiness. However, conversations will happen in all existing library locations. The work will be flexible and iterative so as not to lose opportunities that may arise from wider developments in local areas and other, as yet unknown, property changes.
9. The existing Libraries savings target for 18/19 will be covered from reserves and savings targets for 19/20 and thereafter will be considered as part of the refresh of the medium term financial plan and 2019/20 budget process in February 2019. The budget has not increased nor has any capital funds been granted. Therefore the community conversations will be held in an honest and pragmatic way - with the service being clear about what is possible within that budget. Any savings which may be realised will be reinvested in the service, in this three year time period.

Technology Review

10. The library service is supported by a range of technology – from the free public computers and booking systems to the self-service kiosks - and we now need to ensure that all the contracts are compliant with a longer term strategy for the service and procurement policies for the council. This will begin with work on a mandate to review all the technology contracts, assisted by the Project Management officers.
11. The library service offers a service over 7 days and needs to have resilient systems in place that are supported as a frontline service for the council. The current support is only weekdays. We will consider this as part of the technology review.

Continuous Service Development

12. The library service will continue to identify and deliver service improvements as business as usual and will begin by a change of shelving in Bedminster Library, which is likely to mean a short-term closure, and a revision of the layout in the Central Library.
13. We will investigate and then implement a way to improve the Central Library opening hours. We have extensive feedback on usage patterns and customer and staff comments on the impact on the service, since April 2016, when the hours were reduced. If implemented this may enhance digital inclusion with more access to the more than 50 free public computers held at Central. This will be within the existing revenue service budget.

14. We will investigate and implement increases in some priority branch opening hours to improve access for current and potential customers. This will be within the revenue budget. The priority sites will be those whose current hours are more inconsistent and have evidence through usage that an increase would increase access.
15. The provision of additional hours to the service will not impact or delay the community conversation but run parallel to it. Following the 25% reduction in opening hours in April 2016, initially borrowing and visits decreased, but not as a percentage, as much as opening hours. However, we are now seeing a further reduction in borrowing and visits as usage patterns settle after the April 2016 change. There has been no significant change to our service or to our stock offer during this period, but the change in opening hours has reduced access to almost all of our libraries. Therefore we anticipate that the addition of extra opening hours will increase use of the service.
16. We will continue to explore new partnerships and digital pilots to enhance the service, working with established and new partners who have come forward during this period of review.

2017 “Your Neighbourhood” Consultation

17. In the 2017 Your Neighbourhoods consultation, the service originally asked two questions; question 1 asked respondents about their preference for three options for which ten libraries should continue to be run by Bristol City Council; question 2 was a free text question which invited any other feedback on the changes to Bristol Libraries, including suggestions of a different way forward. The full report is available at the link in Appendix B.
18. There were 3,749 responses to the Your Neighbourhoods survey. 93% of these filled in the section about libraries.
19. Of 3,473 people who responded to the libraries consultation, 2,132 people (61%) selected a preferred option of the three libraries options proposed. 286 (13% of those who selected an option) of these also expressed a dislike of all three options in the free text response. A further 1,341 respondents (39% of 3,473 library respondents) provided free text comments - mostly expressing concern and / or alternative suggestions for running the future library service - but did not select a preferred option in question 1. 816 (almost two-thirds of the 1,341) explicitly stated that they did not support any of the three options.
20. The library service wants to respond to the outcome of the above consultation, subsequent discussions with campaigners and members and the changed financial position from Cabinet in July 2018, where the savings target originally set at £1.4m, was removed to allow for the community conversations to happen and be implemented.

ENDS

Overview and Scrutiny Management Board 27th November 2018



Title: Business Planning Update: the Bristol Waste Company Ltd. 2019/20 – 2022/23

Officer Presenting Report: David Lawrence, Interim Shareholder Liaison Director.
Tony Lawless, Managing Director, Bristol Waste.

Contact Telephone Number: 0117 35 74172

Recommendation:

Upon receipt of the information presented at Overview and Scrutiny Management board on the 27th November, Scrutiny are asked to provide comments in relation to the business plan of the Bristol Waste Company Limited (company number 09472624), in which an interest is held by Bristol City Council.

The plan is partially exempt due to the commercial nature of the companies and therefore the meeting may need to move into exempt session, to enable members to be briefed on the full details of the business plan.

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



Context

1. Bristol Waste was established via a detailed business case and governance structure which resulted in the Cabinet decisions in of 11th June 2015.
2. Bristol Waste is governed in the same way as the other companies which form part of the Bristol Holding Ltd. group of companies, which is principally through the Deputy Mayor making reserved matter decisions, as the shareholder representative. The approval of Waste company business plan usually takes place annually, and is a critical decision which is reserved to the Deputy Mayor, as the Shareholder representative, which sets the direction for the future of the company.
3. The Bristol Waste Company Limited exists predominantly to fulfil functions required of it by the Council under an agreement for services, where less than 20% of its activities are to trade or to provide commercial services with other organisations or the public (what is known as a Teckal company).
4. On the 11th August 2016, a Cabinet decision was made, which agreed to granting Bristol Waste Company a contract for the Company to deliver an integrated waste service, including street cleansing and winter maintenance for a period of 10 years in line with their 10 year business plan which was adopted at that meeting.
5. The Business plan to be reviewed by OSMB is a three year business plan or ‘blueprint’, which for 2019/20 – 2021/22, which builds on, but replaces the original 10 year business plan. It will continue to be subject to an annual refresh, and cabinet approval.
6. This draft business plan will considered at Cabinet on January 22nd 2018.

Description of the Business Planning Process including consultation

7. At the Companies’ AGM’s in July 2018, the BWC board met the Shareholder Group to discuss high level business plan strategies, and since September, the company has been devising their business plan for 2019/2020.
8. The iterative process of design has included:
 - a. Discussion and challenge at subsidiary board level by Independent Non-Executive Directors
 - b. Discussion and challenge by statutory officers as well as discussion and review by the Shareholder Group, which includes Independent Shareholder Advisors.
 - c. A sub-set of Shareholder group advisors, including the Interim Shareholder Liaison Director, Shareholder Client Manager, Waste Client Manager and Finance Business Partner have met with BWC to conduct in depth workshop.
9. The Waste Client team have been party to the creation of the business plan and consulted with throughout this process. Having reviewed the Waste Business Plan, the waste client have the following comments:

- The Business Plan and its delivery are in line with all statutory, strategic and contractual requirements of Bristol City Council and its delivery in part or full, has no detrimental impacts onto these requirements.
 - As well as the service, administrative and commercial aims and aspirations contained within the Plan, BWC also seek to achieve some of Bristol City Council’s strategic and policy aims and objectives with particular regard to ‘healthy, safe and sustainable communities and places’ as detailed within the Health and Wellbeing Strategy. Included in the strategy are the low-carbon objectives of the Global City Strategy, the sustainable improvements in the management of wastes set out in the Waste and Resource Management Strategy and the key commitments detailed with the Environmental Policy namely;
 - Continually improving our performance, meeting our compliance obligations, preventing pollution and protecting the environment.
 - Managing risks and reducing our direct environmental impacts in energy, travel, waste, water, food, biodiversity and land use.
 - Using our resources efficiently and working with our suppliers to reduce the impact of the goods and services we buy.
 - Particularly welcomed is the commitment to build upon relationships BWC has with all internal and external stakeholders for the mutual benefit to the residents, businesses and visitors of Bristol.
2. In addition on the 12th November, the Managing Director of BWC met with the newly formed ‘Waste Client Management group’ which is made up of managerial representatives from the Parks, Clean Streets, Highways, Housing, Customer Services and Waste teams among others to discuss the business plan. The group was supportive of the business plan and recognised opportunities to align BCC objectives with items within the business plan.

Appendices:

Appendix A: BWC Business Plan Blueprint (Public version)

Exempt Appendix B: BWC Business Plan Blueprint (Exempt Version)

Exempt Appendix C: BWC Business Plan Supplementary Financial Information

This appendix is not for publication under Part 1 of Schedule 12(A Local Government Act 1972, para 3 (Information relating to the financial or business affairs of any Particular person (including the authority holding that information)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

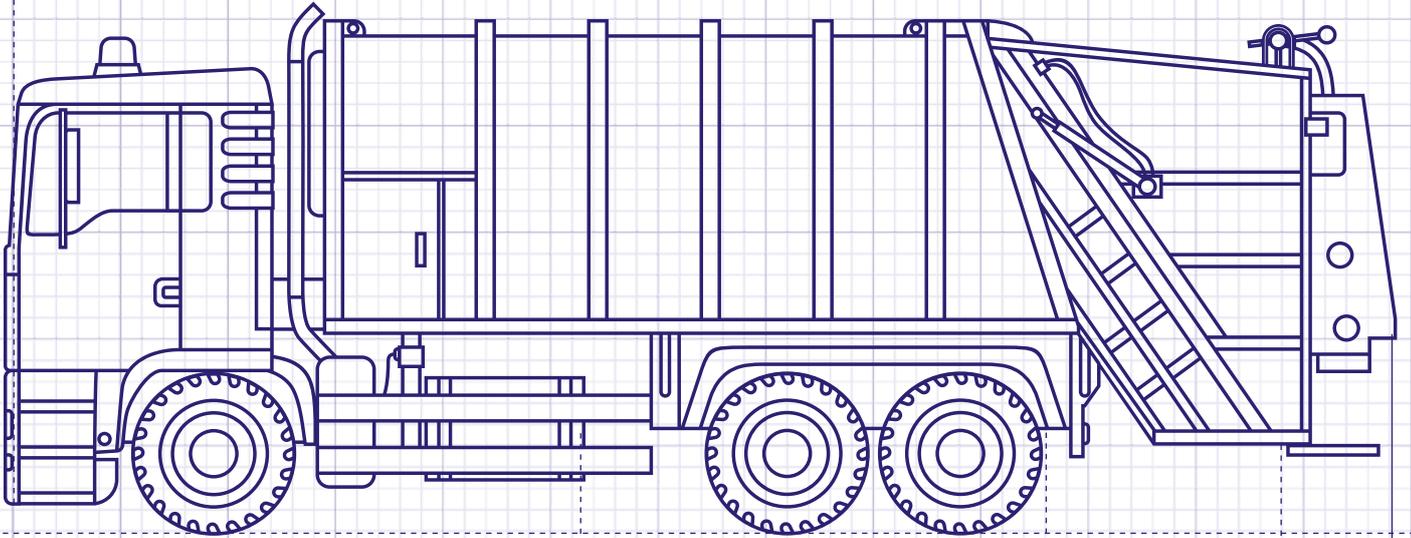
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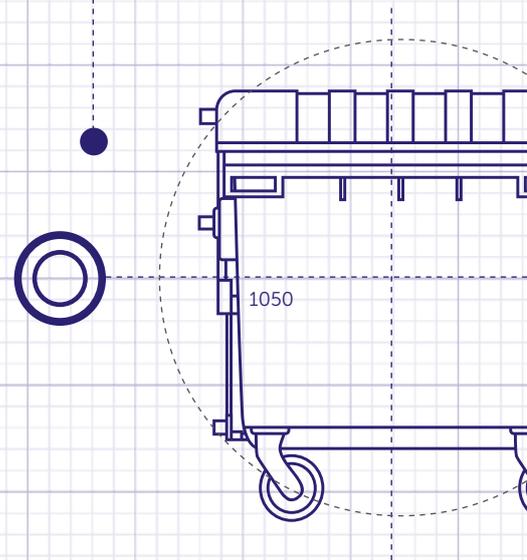
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Business Plan 2019-20

Our 3 year
Business Blueprint
for the Future...

Business Plan 2019-20

Our 3 year
Business Blueprint
for the Future...

Business Plan on a Page...

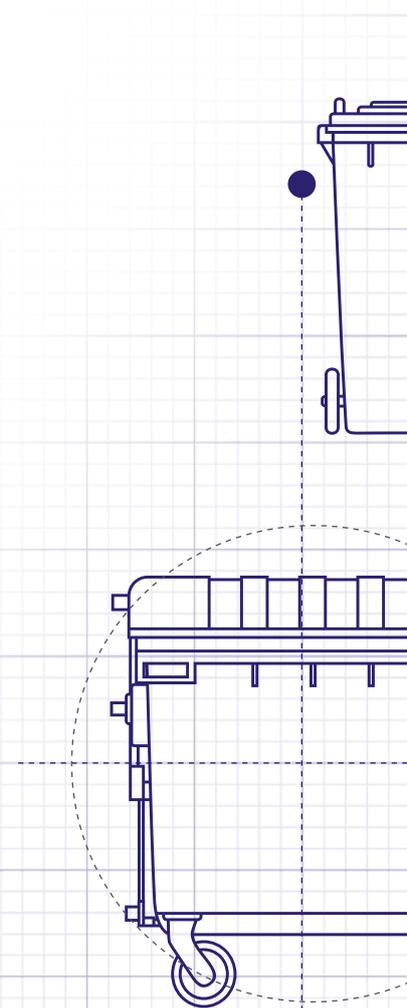
Business Overview			
<ul style="list-style-type: none"> Bristol Waste is a Teckal company wholly owned by Bristol City Council The company is responsible for waste collection, street cleaning and waste recycling We employ over 550 local people who carry out over 17 million scheduled collections to over 196,000 households in the Bristol area 		<ul style="list-style-type: none"> We clean over 800 miles of streets and footpaths and carry out over 180,000 ad-hoc requests annually We collect over 140,000 tonnes of waste of which 53,000 tonnes is sent for composting or recycling. 	
Financials Blueprint (£k)	2019/20 (k)	2020/21 (k)	2021/22 (k)
Revenue:	42,062	45,113	49,204
Surplus:	339	658	1035
Financials 10 year plan (£k)	Comparator		
Revenue (10 year plan):	41,329	42,460	43,642
Surplus:	732	520	606
Headcount projection:	588	578	568
Skill mix:	<ul style="list-style-type: none"> Operational management and delivery of refuse collections, street cleaning and household waste recycling centres 		<ul style="list-style-type: none"> Management and operation of over 220 fleet vehicles including maintenance support and drivers Environmental and change management
Service offering:	<ul style="list-style-type: none"> Domestic and commercial waste collections Run and manage Bristol's household waste recycling centres Street cleansing and graffiti removal services 		<ul style="list-style-type: none"> Community engagement including reuse & repair advice Winter road maintenance
Market segments (key customers):	<ul style="list-style-type: none"> Bristol City Council Bristol Residents (Inc. students, transient workforce, landlords, community groups, tourists) 		<ul style="list-style-type: none"> SME local/independent businesses and organisations National organisations with a local presence
Market forces:	<ul style="list-style-type: none"> The UK's waste management industry has a total annual turnover of £9 billion. There are 70,000 people employed in the sector across 3,000 companies. Landfill in the UK is in steep structural decline and the build out of alternative waste treatment infrastructure is progressing at pace. 		<ul style="list-style-type: none"> Depressed prices for recycling material and the devaluation of the pound have increased margin pressure in the industry and the market environment remains challenging. Brexit has made life tougher for waste exporters and the medium-term policy outlook remains uncertain.
Business Environment Analysis			
Social	Technological	Economic	Political / Legal
<ul style="list-style-type: none"> Renewed public focus on waste and chance for real change (triggered by Blue Planet etc) Political and social agenda against single use plastics Population growth of Bristol 	<ul style="list-style-type: none"> Developments such as a new fleet, smart waste technology, data capture On board cameras support BCC one city plan New separation technologies 	<ul style="list-style-type: none"> It's estimated that the UK requires £8 billion of investment to meet the 2020 landfill diversion targets. Re-cyclate rates are set by the requirement of overseas countries which can have a dramatic effect on income 	<ul style="list-style-type: none"> Changing global landscape re: legislation (China, Indonesia, Thailand) The EU landfill directive requires the UK to: reduce landfill municipal waste by 65% of 1995 levels by 2020 Recycle compost or reuse 50% of household waste
Business Objectives: <ul style="list-style-type: none"> Deliver a cost-effective professional service in support of BCC our shareholders and residents Ensure safe working practices are ingrained in the business to protect our staff and remain totally legal and compliant To deliver a successful and growing commercial enterprise 		Strategies: <ul style="list-style-type: none"> Internal cultural change – investment in employee training and development and restructure/refocus the whole business Behaviour change campaigns to reduce residual waste production and increase recycling incorporating smart waste projects Finalise Avonmouth HWRC and develop third HWRC Implement effective marketing and lead generation campaigns to support commercial growth objectives 	
Action Plan			
Actions: <ul style="list-style-type: none"> Business restructure One City Plan Fleet replacement Avonmouth HWRC redevelopment Hartcliffe redevelopment including 3rd HWRC Remuneration package Re-mobilise and re-launch commercial business stream 		Who: <ul style="list-style-type: none"> SLT SLT/All SLT/Fleet SLT/BCC BCC/SLT SLT SLT 	Milestone: <ul style="list-style-type: none"> Q4 2018 - 2019 On-going Q4 2018 - 2019 Q3 2019 - 2020 Q2 2019 - 2020 Q2 2019 - 2020 Q4 2018 - 2019

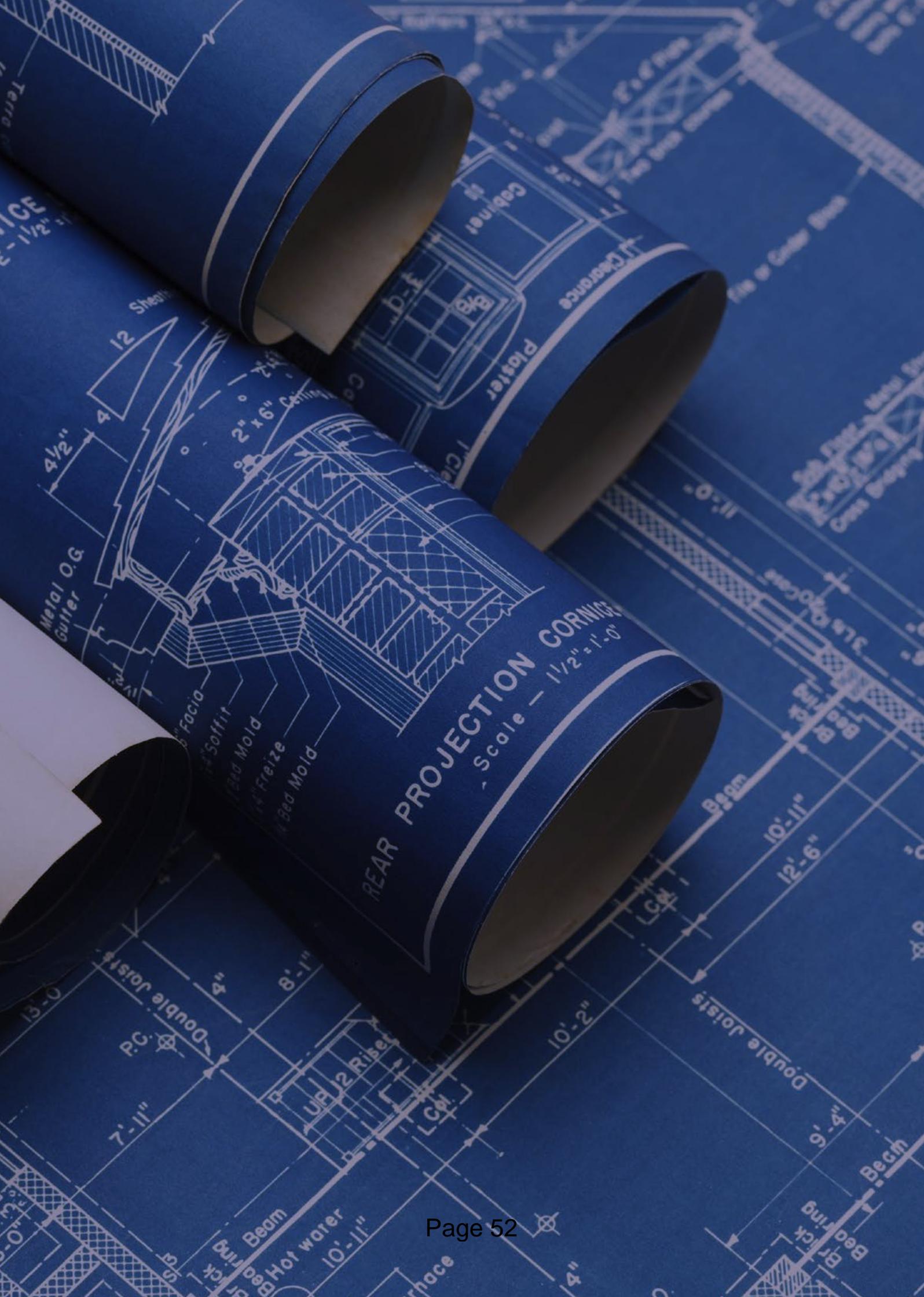


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- Section 4** Our Plan of Action
- Section 5** Our Critical Success Factor (CSF) Dashboard

DOCUMENT CONTROL	
Issue No: 1	Date: 31 October 2018
Document Title: Business Plan Blueprint 2019-20	Prepared For: Shareholder
Contact: The Bristol Waste Company Tony Lawless, Managing Director Bristol Waste Company, Albert Road, Bristol, BS2 0XS Tel: 01173 049 580 Mob: 07825 007 726 Email: tony.lawless@bristolwastecompany.co.uk	
BUSINESS PLAN BLUEPRINT	

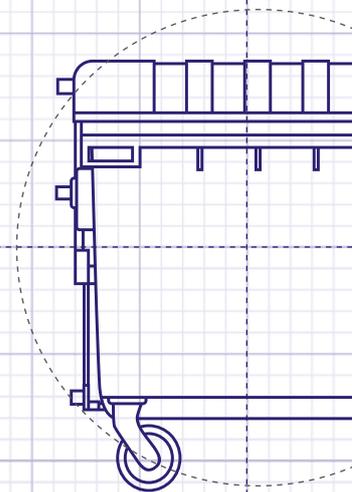




REAR PROJECTION CORNICE
Scale - 1 1/2" = 1'-0"

Section 1

Our Statement of Commitment



Section 1 - Our Statement of Commitment

The next three years will see the fruition of a number of major initiatives in which an enormous investment of time, finance and intellect has been made. The alignment of capacity to meet increasing customer demand, the second and third phases of exposing all activities to commercial competition, a comprehensive customer care package, the launch of our learning academy, the development of major new facilities and the implementation of a new vehicle fleet with modern real time ITC based systems, to identify only a few.

This plan doesn't dwell on the significant achievements that have been made by Bristol Waste so far; that have been presented at our AGM earlier in the year. This document presents the changes and action plans required to deliver our vision looking forward over the next 3 year horizon – Our Business Blueprint for the future.

Many of the changes will be challenging and difficult; many will appear to verge on the impossible. The ensuing benefits will have been hard won but, over the next three years, the pay-back will be evident to residents, customers, suppliers, our people and our shareholder alike. There will be demonstrable value for money, delivering enhanced services whilst requiring a supportive contribution from our shareholder. Rewards for excellence and efficiency will become a practical proposition and the quality of service will continue measurably to improve. Consistent and sustainable leadership is now a fundamental requirement to realise the our 3 year business blueprint and 2018 has been pivotal in establishing this. With the on-going commitment and patience of our shareholder, the foundations are now in place to forge ahead.



We will never be in a position to relax. That is not the nature of Bristol Waste. Nor should it be when we are seeking continuous improvement and rising to the challenge of developing a competitive commercial enterprise.

There will be a need to provide a comprehensive, professional and reliable integrated services and waste management for the communities of Bristol. The strategies set out in this Business Blueprint will see Bristol Waste climbing the steps to achieve its vision as the preferred service partner for Bristol.

Every single member of the Bristol Waste team will work hard to make this a reality.

On behalf of the Bristol Waste Team...

Tony Lawless

Managing Director

Jason Eldridge

Service Delivery

Karen Stephens

People Services

Chris Hawkins

Business Services

Tom Spaul

Chairman

Ritchie Brislen

SHEQ

Frank Rodriguez

Non-executive Director

Meet The Leadership Team...



Tony Lawless
Managing Director



Tom Spaul
Chairman



Jason Eldridge
Service Delivery



Ritchie Brislen
SHEQ



Karen Stephens
People Services



Frank Rodriguez
Non-executive Director



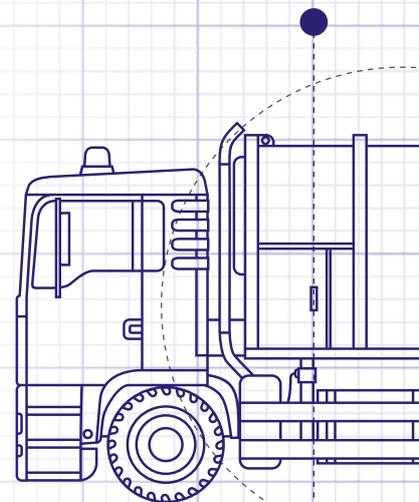
Chris Hawkins
Business Services



Bristol Waste
Leadership Team



"The strategies set out in this Business Blueprint will see Bristol Waste climbing the steps to achieve its vision as the preferred service partner for Bristol."

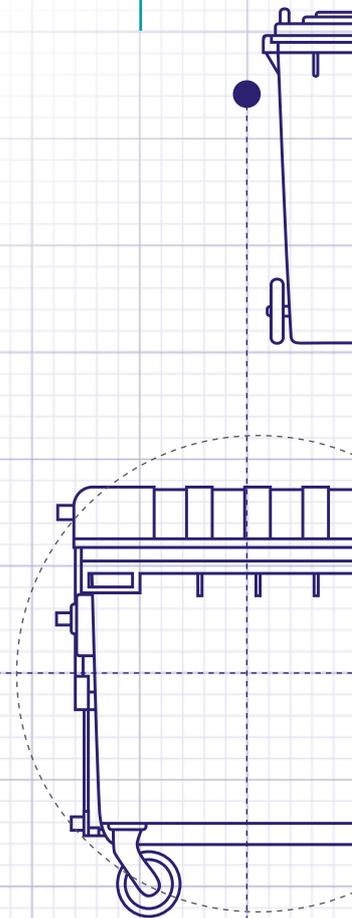


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Section 2

Re-enforcing Our Purpose



Section 2 - Re-enforcing Our Purpose



Our Purpose Statement:

The purpose of the Bristol Waste Company is to deliver Integrated Waste Management and Services to the Bristol region that are considered to be **Best-in-Class...**

Our Purpose

We must remind ourselves that, ultimately, we are a service business focused on delivering customer satisfaction.

During the next 12 months we will re-enforce the alignment with our shareholder and absorb a common vision, themes, principles and values.

Our Values & Behaviours

Over the next 12 months we intend to re-align our Values and Behaviours with our Shareholder:

- We are **Dedicated**: We strive to make a difference
- We are **Curious**: We ask questions and explore possibilities
- We show **Respect**: We treat each other fairly
- We take **Ownership**: We accept personal accountability
- We are **Collaborative**: We come together to reach shared goals
- We work **Safely**: We will embrace a culture of working together safely at all times.

Our Principles

We also aim to re-align our Principles:

- We **develop people and places** to improve outcomes
- **Maximise opportunities** to work with partners and stakeholders
- Focus on **planned long term goals**, prioritising early intervention
- **Build resilience**, improving our ability to cope with environmental, economic or social "shocks and stresses"
- **Plan inclusively** with everyone in mind
- Contribute to safe communities, working practice and a **prioritised SHEQ** led approach
- **Use our assets wisely**, generating a social and/or a financial return; **Profit with Purpose.**



Our Themes

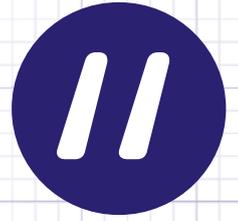
To fulfil our purpose, we will re-align our activities with the following themes:

- **Empowering and Caring:** Work to empower communities and individuals.
- **Fair and Inclusive:** Improve economic and social equality, pursuing growth that involves everyone and making sure that our people have access to good quality learning, decent jobs and balanced reward and recognition.
- **Well Connected:** Take bold and innovative steps to help make Bristol a joined-up city. Engaging communities to support a leading waste management approach.
- **Wellbeing:** To support healthier and more resilient communities where a good quality of life is not determined by wealth or background.

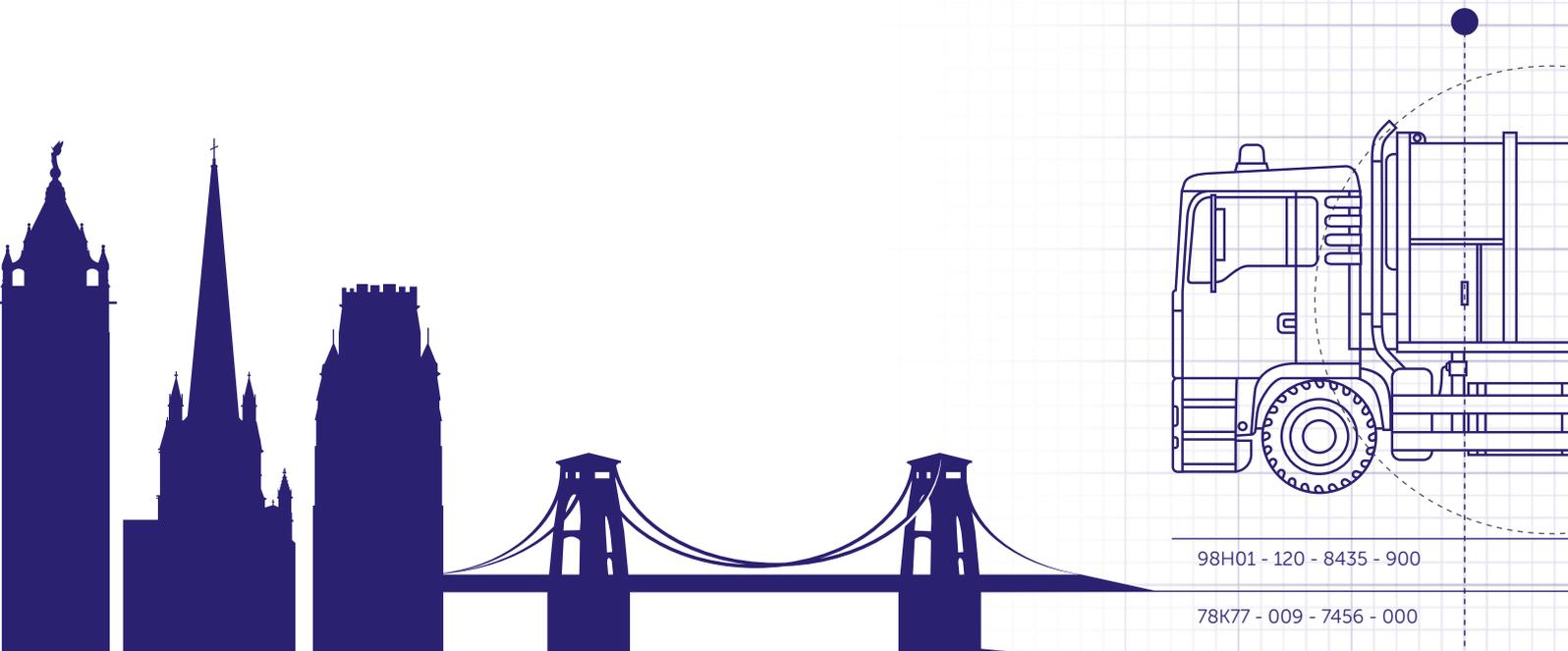
A One City Vision and Plan

Bristol Waste fully supports the Vision of playing a leading role in driving a city of hope and aspiration where everyone can share in its success.

In our Business Blueprint, we emphasise the added value that BWC can create for the City and the contribution that we can make to the **One City Plan**, particularly when working collaboratively with our customers, people, partners and shareholder. Dealing with waste responsibly and effectively is a fundamental component of a successful city, not just the high-profile city centre and business districts but, across the whole city and all its diverse communities. We have the aspirations to deliver more than just traditional waste services. The strategies and action plans contained in our Business Blueprint aim to create genuine social value, along with long-term sustainable success in changing attitudes to waste, whilst delivering the financial benefits, that will allow a re-direction of surplus into other positive investments that will help the city to flourish.



“In our Business Blueprint, we emphasise the added value that BWC can create for the City and the contribution that we can make to the One City Plan, particularly when working collaboratively with our customers, people, partners and shareholder.”



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Section 2 - Re-enforcing Our Purpose



“To be the preferred integrated service and waste management partner for the residential and business communities of the Bristol region and its strategic programmes such as City Leap”

City Leap Programme

Our desire to actively participate and collaborate

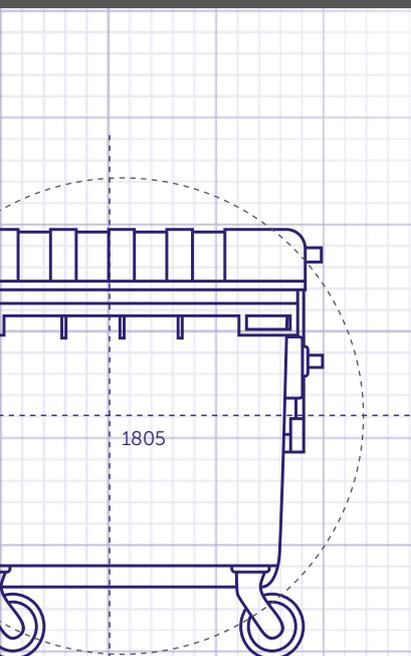
Bristol is leading by example in taking action on climate change and is now moving forwards with the innovative City Leap programme. This will build on what has already been achieved in delivering sustainable energy and infrastructure to the region. The prospectus for this programme is seeking strong long-term partnerships that will help to create jobs for local people, maintain our economic competitiveness, de-carbonise the city and empower local people to shape their futures. Bristol Waste Company see this as an opportunity to be at the heart of delivering something that is truly transformative. We have the vision and the energy to join the architects of establishing Bristol’s sustainable future. Our ambition looks forward to actively participating and collaborating with partners of all sizes and sectors to achieve the City Leap aspirations. We would welcome advice, guidance and support from our shareholder / BCC in enabling us to deliver this ambition.

Our Strategy

“To be the preferred integrated service and waste management partner for the residential and business communities of the Bristol region and its strategic programmes such as City Leap.”

The prime role of the Bristol Waste Company is to deliver a first-rate and flexible integrated service and waste management solution to the residential and business communities of the Bristol region and, its emerging strategic programmes such as City Leap. The service must satisfy the requirements of our customers in all situations from routine services through to recycling and must offer good quality, safety and value for money. Our Business Blueprint is underpinned by several key strategies, which provides overall direction for the business. From these strategies our action plan and **Strategic Route-map** (provided later in this document) have been derived:

- To sustain a position as the preferred supplier of integrated service and waste management to the residential and business communities of Bristol
- To stimulate enterprise growth and expose the operations to commercial business development and competition in the marketplace
- To become totally “customer service” oriented by providing a service that meets agreed service levels at best-value-for-money; supported by an effective and diligent procurement strategy
- To develop and maintain a comprehensive and innovative range of service products that complements our customers business plans, the One City Plan and the City Leap initiative.
- To improve continuously the efficiency, resilience and effectiveness of our operations
- To support our people through 1st class skills development at every level, the provision of equipment, infrastructure and facilities that enable efficient delivery of services now and into the future
- To develop and deliver a sustainable SHEQ led approach that protects our people, customers and shareholder interests.



Our Social Connection

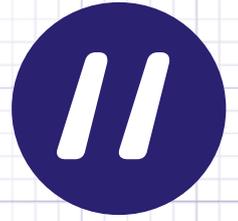
We consider BWC to be in a significant position of trust, one where we can make a considerable contribution towards supporting the social agenda for our shareholder.

Our new blueprint places a firm stake in the ground over the next 3 years, that balances generating a cash surplus with our commitment to having a robust social connection. This balancing act will require on-going collaboration between our respective business teams.

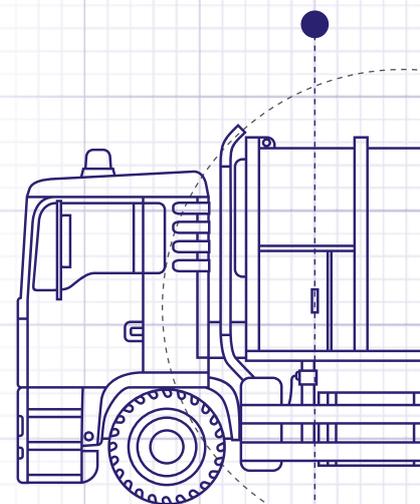
As a teckal company, we have the scope and ability to grow the enterprise, generating a surplus that can be offered to support BCC social initiatives such as;

- Tackling homeless issues
- Career development for young people
- Diversity programmes
- Engagement with elderly people

We also have the opportunity to generate an enhanced surplus, by looking at other related BCC service functions, re-engineering these to create an integrated services workforce, with greater career and development opportunities for its people.



“In implementing our business blueprint, we will not lose sight of either our “day-job” and its social connection.”

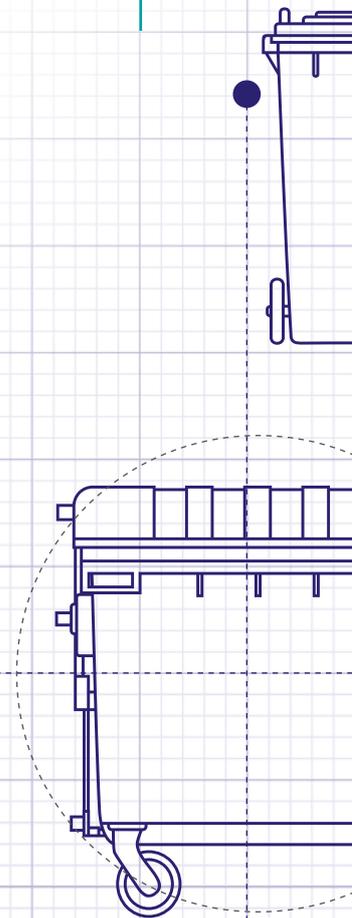


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Section 3

Delivering the Service



Section 3 - Delivering the Service

Supporting our Customers

The service that Bristol Waste delivers is shaped by the requirements of our customers; this includes Bristol City Council, Residents, Community Groups and local businesses, who are the recipients of our service in one form or another.

Bristol Waste is working closely with its customers to promote collaboration where each entity understands the requirements and capabilities of the other. Bristol Waste must be able to surge instantly the level of service outputs to support its customer base.

Bristol One City Plan and City Leap

We aim to work with the Council to use the success of this enterprise and invest into the fabric of the city, helping to solve problems, so that together we can make the City healthier, more equitable, cleaner, sustainable and more efficient.

Bristol City Council

Maintaining a collaborative and transparent relationship with the council both as a shareholder and client is fundamental to the success of the enterprise. We must respond to needs swiftly and flexibly throughout the year, supporting and aligning with the Council's strategic plans and the One City Plan more generally.

Residential & Communities

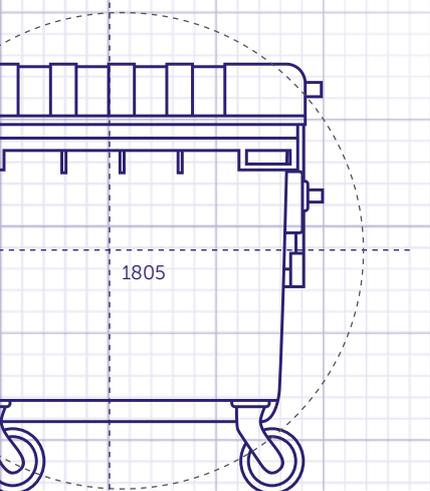
Delivering a fully comprehensive waste management service in-line with agreed expectations and service level agreements. We support an increasing population in Bristol comprising of over 459,300 residents in a wide variety of habitats and communities.

Business Communities

Offering a catalogue of integrated services and waste management to support the needs of the diverse business and professional communities of Bristol.

The activities and services that we provide must create value for our customers.

This will be derived from a combination of delivering the core service level agreements on time and within agreed budgets, through to providing innovative and market led service products to choose from.



Demand for the Services

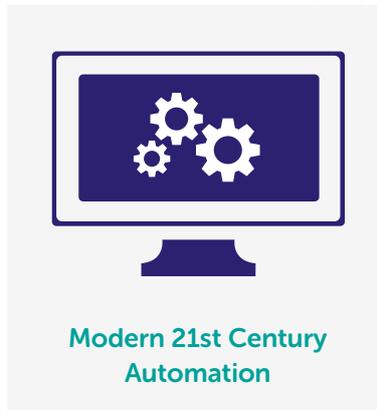
The BWC Perspective

Waste and recycling trends of the past year have set a precedent for the challenges and opportunities faced by BWC, customers, communities, and environments in the years ahead. Advancements in technology are forging the way for a better future, meanwhile continued shortfalls in infrastructure and capacity threaten our vision for tomorrow. By example, the possible downside of Brexit on current methods of treatment (Panda) who produce RDF / ESRF from their process, which is then exported to Europe for final disposal in a thermal treatment plant (ERF); will this continue after Brexit or will it attract a tariff? As we look towards 2019/20, we are eager to align with the future smart city, the circular economy, and so forth. The years ahead are exciting, but the regional market trends are challenging:

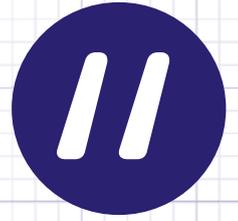
Automation:

After years of resistance, the waste and recycling industry is beginning to embrace technological innovation as a driver for future success. The coming years will be a race to the finish line as old-world players scramble to catch up with innovations that are entering the sector. At BWC, we see a need for replacement of the old "barrow and broom" mentality with modern automation.

Software-as-a-Service (SaaS) applications will also become more prevalent and, on the operational side we need to see greater efficiencies in navigation and route planning, automated invoicing and customer service.

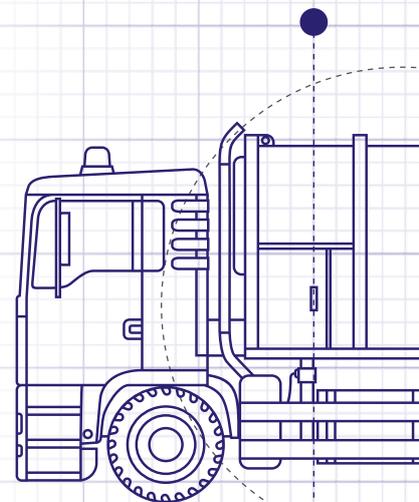


Data and reporting will advance with dashboard presentation and data from collection to the deposit site, including diversion rate calculations.



Creating Value for our Customers

"To achieve our aspirations; we need a commitment to innovation, collaboration and be agile enough to anticipate and react quickly to the value demands of our customers..."

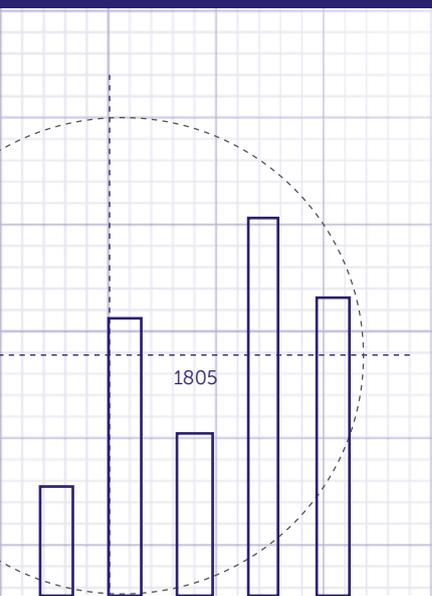


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Market trends and updates

The waste sector is a major driving force in the UK economy. Employing over 70,000 workers across over 3,000 companies and with an annual turnover of at least £9 billion, it has a major impact on Britain's commercial, political and social systems.



Demand for the Services

The Marco Market Perspective

Navigating the Brexit uncertainty:

The ongoing Brexit negotiations mean legislative change affecting the waste sector has slowed down. Usually the sector sees numerous amendments, additions and withdrawals to waste management law and regulation but there has been little change over the last year. This is creating a challenging and uncertain environment for the waste management sector and has resulted in a drop in confidence for some; meaning that many companies have felt unable to make strategic plans or decisions.

A new focus on enforcing waste laws:

While legislative changes have been slow, we have seen a new focus from the UK government on regulation and a tougher enforcement of existing waste laws. By example, Thames Water faced some of the largest fines posed for a waste offence, reflecting court guidance to issue penalties in proportion to turnover. As a result, companies are reviewing their processes to ensure they do not suffer the same fate. The stricter approach from environmental agencies means it is vital to have robust contingency plans in place.

New opportunities in UK waste treatment facilities:

One area where legislative uncertainty isn't necessarily having an adverse impact is the development of energy from waste. In fact, the potential for increased restrictions around waste exports, along with higher export costs due to a weakened pound, has further highlighted the need for the UK to be able to deal with its own domestically created waste.



With the future export market likely to decrease, coupled with less landfill space and high landfill taxes, energy-from-waste facilities are potentially attractive to investors.

This is reflected in the fact that there are numerous new proposed energy-from-waste facilities in varying stages of pre-contract development throughout the UK.

Recycling to grow the circular economy:

In contrast to the stable levels of activity in the general waste sectors, recycling has seen an increase over the past 12 months. The effect of David Attenborough's 'Blue Planet' means that waste, and how we deal with it, is firmly on the national agenda. This has created more pressure than ever on the UK government to rethink its approach to waste and recycling.



"As a result, we have seen the publication of an ambitious 25-year green plan, as well as initiatives like the 'Latte Levy', which aims to replace all disposable coffee cups with reusable ones."

Alongside the rumored ban on plastic straws and wet wipes, plus the impact of the emerging Deposit Return Scheme, it's clear that interest in recycling is set to continue over 2018. These efforts coincide with those being made in other parts of the world. Last year China announced it was refusing to take any more plastic waste imports, a move which has impacted the UK's plastic recycling efforts. In response, UK recycling businesses are looking to protect themselves against the risk of losing a key market. In light of this, recyclers will continue to grow their stake as key players in the circular economy over the coming year. From expanding material portfolios to acquiring assets across the waste reprocessing supply chain, companies will look to maintain and develop the value of their materials. As such, improvements to quality will be imperative and will underpin recycle trading as supply outstrips demand. This will reduce the risks of overreliance on one segment of the waste-to-product process.

9.75%

Fuels From Renewable
UK Sources By 2020

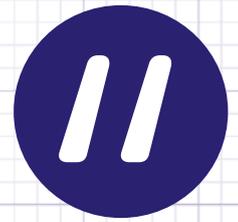


12.4%

Fuels From Renewable
UK Sources By 2032

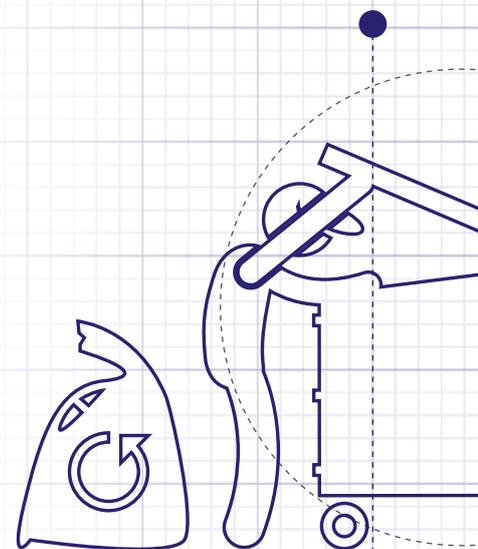
Beyond waste-to-power: The waste-to-fuel revolution

The UK government's plans to ban new fossil fueled cars by 2040, considering stricter performance requirements for hybrids and placing further restrictions on carbon-emitting energy production, is one initiative that is providing real incentives for the development of waste-to-energy options. The waste sector is already repositioning itself as an energy source in that future. It is looking at both supplying the National Grid as well as fuel production. During 2018, we are likely to see this repositioning of waste go even further as the idea of waste-to-fuel becomes even more of a viable and lucrative growth opportunity. In particular, the demand for more environmentally-responsible fuel sources will grow as the car industry responds to the government's plan to replace all conventional fuel cars. The waste sector could also benefit from the need to meet ambitious **renewable energy** targets. By 2020, 9.75% of all fuels used in the UK should come from renewable sources, and this will rise to 12.4% by 2032.



Fulfilling the promise of hazardous waste recycling:

Alongside recycling, niche waste markets are set to pick up further interest this year. Hazardous and industrial waste in particular could increase. The level of activity will depend on how the technology to treat and recycle hazardous waste develops.



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Section 3 - Delivering the Service

Demand for the Services

The Bristol Perspective: Beyond Municipal Waste Collection Services

- Bristol is set to be one of the UK's fastest-growing cities over the next three years, outpacing London and Birmingham, according to new research. With Gross Value Added (GVA) predicted of 2.3% – well above the national average of 1.8% – the city will be only slightly behind the growth rate of the top two of Reading and Manchester, both forecast to grow by 2.4% over the period.
- The report says the success of Bristol is due to its economic make up, with high-growth industries such as the information & communications and professional services sectors, which are forecast to grow by 3.5% and 3.4% a year, respectively, over the next three years. This will fuel population growth in the region and by default an increasing waste management profile.

Circa **5%**
Year-on-year growth

95% of new companies formed are limited companies and with over 4,000 new companies being formed, the region has a greater level of new company formations than insolvencies; there has been circa 5% year-on-year growth over a 5 year period.

Over
30,000
Businesses located
in Bristol

Commercially, there are now more companies based in Bristol than ever before, according to new figures

With over 30,000 businesses located in Bristol. Whilst, the majority of these are SMEs, the region also boasts major facilities or head-offices for leading regional, national and international enterprises.

1.7%
Economy of the South West
will expand

The analysis, by accountancy firm EY, puts London's growth rate at 2.2%.

Most of the top performers are expected to be in the South, although the economy of the South West as a whole will only expand by 1.7%, according to the report.

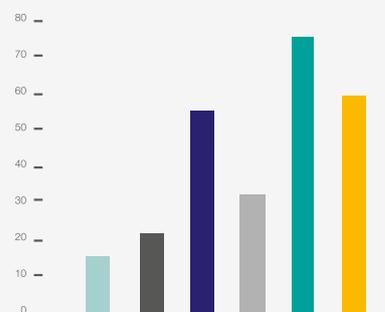
54,000
More jobs having
been created

Employment in the South West shows a strong increase, with 54,000 more jobs having been created in June this year than in 2016.

Looking ahead to 2020, total employment in the South West is expected to increase by 0.3% per year – just behind the UK average of 0.4%.



"We are planning the future. We believe that the above trends present significant growth opportunities for Bristol Waste, particularly in the commercial and industrial sector."



Delivery Organisation & People

During the next 12 months, the organisation will continue to develop in a progressive manner to ensure that we have the right people, in the right places, doing the right jobs, with the right equipment.

The enterprise is led by our Managing Director and his senior leadership team. The services will be delivered through 4 business units. Each business unit focuses on delivering a quality service to its customer base, whether internal or external. The business is supported by a structured board with a chairperson, non-executive directors and representation from the shareholder. Together Bristol Waste covers the whole spectrum of integrated services and waste management.

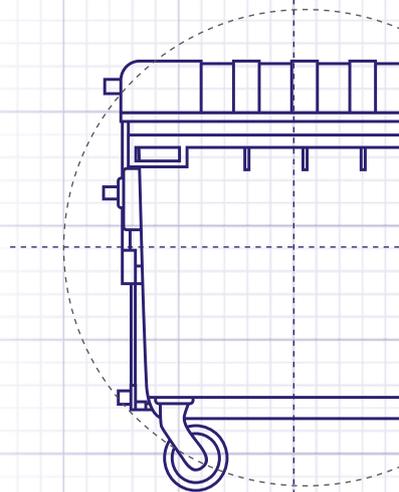
Senior Leadership Team - STAR Plan Structure



Board Structure		
Chairman Tom Spaul	Non Executive Director In Recruitment	BWC Finance Director In recruitment
Company Secretary Helen Reed	Councilor Tom Brooks	BWC Managing Director Tony Lawless
Non Executive Director Frank Rodriguez	Shareholder Liaison Director David Lawrence	



“Together Bristol Waste covers the whole spectrum of integrated services and waste management.”



Section 3 - Delivering the Service

Fit to Perform

The organisation will be fit to deliver the Key Performance Indicators (KPIs) at every level.

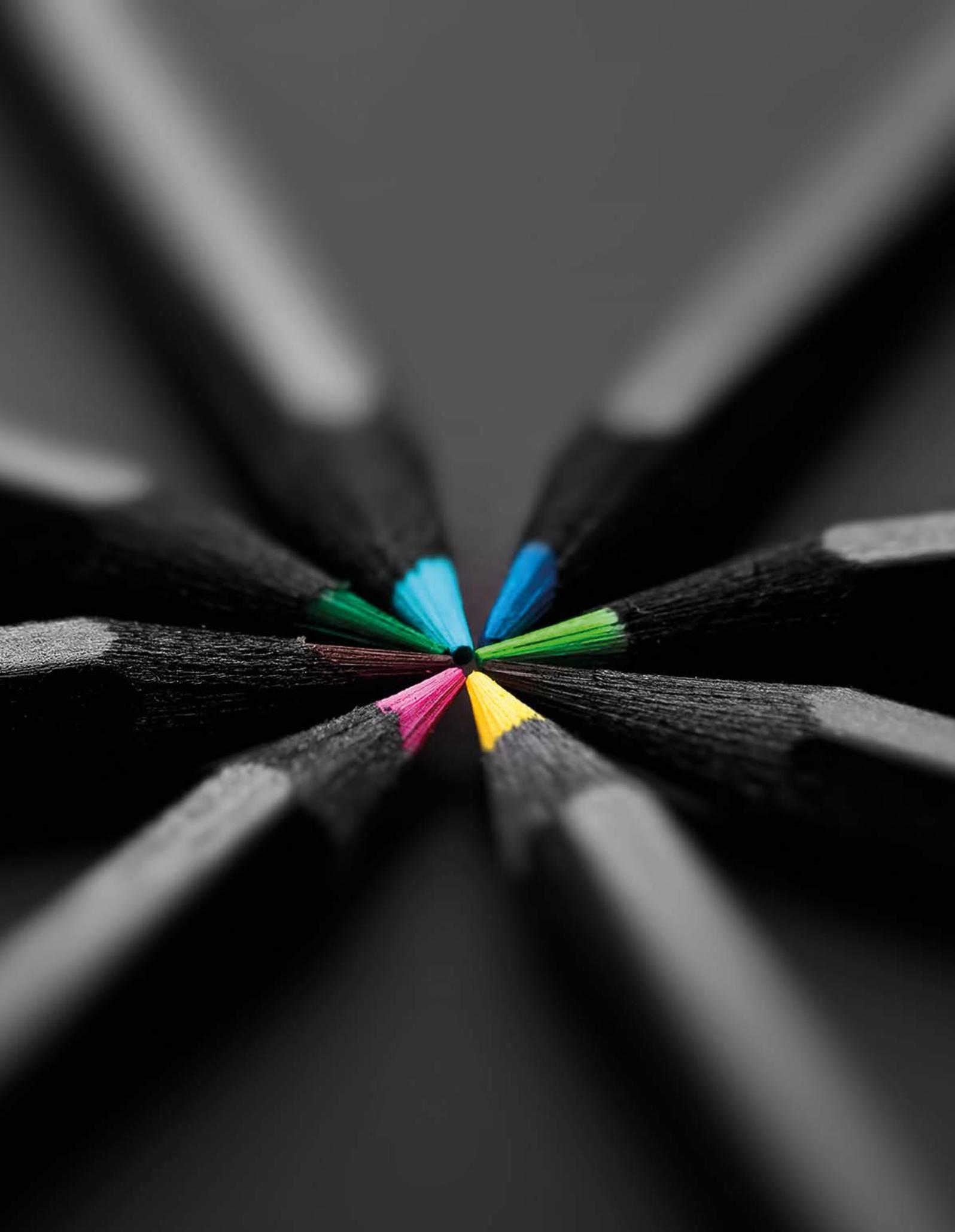
As we introduce more effective collection and analysis of data, this will allow us to improve our performance monitoring and, it will improve the way in which we report and present management information on dashboards. This will allow us to make service improvement decisions based on "sound" management information, rather than fragmented facts and data.

Our Key Business Performance Indicators and Benchmarks:

KPI	Measure of Success / Requirement	Service Delivery Model & Notes
1	Municipal Recycling % Household Recycling %	Targeted campaigns, projects and awareness raising to increase reuse and recycling.
2	Residual Waste Per Household	Baseline + roll out. Targeted projects and campaigns in development.
3	Food Waste in residual bin	Targeted campaigns such as Slim My Waste Feed My Face to increase food waste recycling.
4	Percentage of residual & recycling bins collected on time	Operations structure in process of being reviewed and developed to enable a more effective and efficient service delivery.
5	Missed collections rectified within SLA	Operations structure in process of being reviewed and developed to enable a more effective and efficient service delivery. Technological advancement such as the use of PDAs.
6	Delivery of containers within 10 working days	Operations structure in process of being reviewed and developed to enable a more effective and efficient service delivery. Technological advancement such as the use of PDAs.
7	Street Cleansing Standard for City Centre & Broadmead	Internal monitoring of service delivery. Independent LEQ surveys planned over the next 12 months. Continued support for BCC's Clean My Streets Campaign and additional targeted campaigns.
8	Street Cleansing Standard for remainder of the City	Internal monitoring of service delivery. Independent LEQ surveys planned over the next 12 months. Continued support for BCC's Clean My Streets Campaign and additional targeted campaigns. Community Engagement campaigns in heavily impacted areas such as Stapleton Road.
9	Removal of fly tipped material within 48 hours	Internal monitoring of service delivery. Continued support for BCC's Clean My Streets Campaign. Community Engagement campaigns in heavily impacted areas such as Stapleton Road.
10	Removal of offensive graffiti within 8 hours	Internal monitoring of service delivery. Continued support for BCC's Clean My Streets Campaign.
11	Removal of non- offensive graffiti within 60 hours	Internal monitoring of service delivery. Continued support for BCC's Clean My Streets Campaign.
12	Reuse Strategy	BWC reuse strategy in development to include reuse shops at the HWRCs. Ongoing reuse of bikes, mobility aids. Future focus on WEEE repair and reuse, paint and setting up pop up reuse/repair shops involving skills development and volunteer/employment opportunities.
13	HWRC Municipal Recycling % HWRC Household Recycling %	Enhanced focus on reuse and awareness raising. Improved HWRC infrastructure and development.
14	Winter Gritting within SLA	Ensuring vehicles and staff are available.

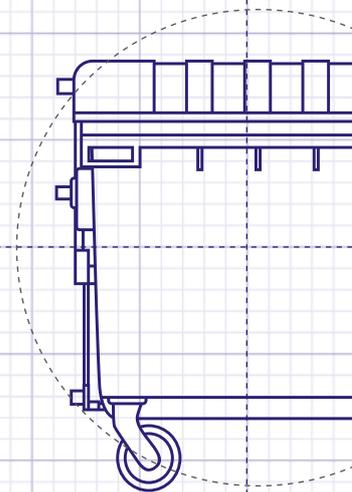
KPI	Measure of Success / Requirement	Safety / Health / Environmental / Quality (SHEQ) KPIs
1	Lost Time Incident and Lost Time Incident Frequency (LTI & LTIF)	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details. New reporting measurement for 2018/19, statistics will be provided in future reports.
2	RIDDOR Rate	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details. New reporting measurement for 2018/19, statistics will be provided in future reports.
3	Total Accident Frequency Rate	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details. New reporting measurement for 2018/19, statistics will be provided in future reports.
4	Number of Road Traffic Incidents per month per service	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details.
5	Health & Safety non- conformities raised (no lost time accidents)	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details.
6	Health & Safety near misses reported	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details.
7	Staff Turnover	% target improvement on previous year. Investment in staff training & development to continue.
8	% Sickness per FTE	% target improvement on previous year. Monitoring & support to continue.





Section 4

Our Plan of Action



Section 4 - Our Plan of Action

Our Business Route-map to the Future

We have developed a 3 year Business Route-map that provides us with clear strategies and implementation milestones aligned to the forecast business objectives.

The route-map is a dynamic management toolkit that enables us to review performance and align strategies to objectives on a continuous basis, it recognises the ever-changing landscape of business today and allows us to avoid any "cul-de-sac" business strategies, whilst providing the business with clear direction and a flexible framework. The rest of this section contains the financial forecasts and investment plans that support this Business Blue-print and some of the headline initiatives.

Achieving Best Value for Money

Our intention is to provide our customers with best-value-for-money; this doesn't mean being the cheapest. It does mean, delivering a great service within service level agreements and agreed budgets on a sustained basis.

This section of the Blueprint details the financial plan for next 3 years. We forecast a significant improvement in data surplus over the following years. The plan is challenging, however, with the planned continuous improvement programmes and a refreshed culture, we remain confident that we can deliver increased efficiencies throughout all services.



"Our financial plans also include an investment programme for a range of initiatives that will enable us to fulfil our objectives, constantly improving and streamlining costs to provide best-value-for-money."

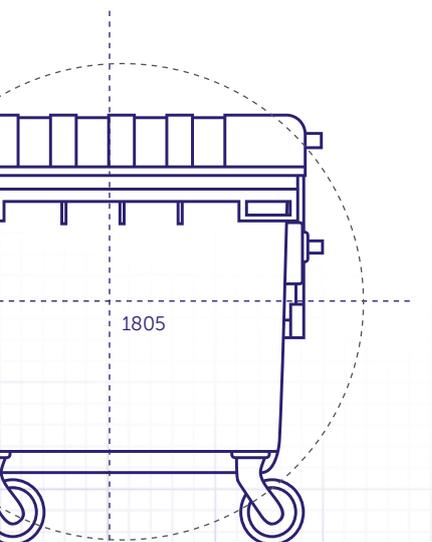
Financial Strategy

The underlying financial strategy of Bristol Waste Company is to continue to provide value for money for all while increasing surplus year-on-year. This increase in reserves will enable Bristol Waste Company to invest in line with the Business Plan. We will achieve this through increased scrutiny of spend whilst balancing that with the needs of operational managers to run their departments.

Cost control measures have been introduced in the current year and these will continue to result in increased surplus over the period. This measure, along with the re energised commercial activities will deliver increased benefits.



"Refreshingly, we have set out cost down initiatives in this plan, which, rather than increases costs year-on-year actually challenge management to actively commit to reduce costs."



Financial Business Plan Summary

Bristol Waste Company remain committed to maximising the value of the company; over the next 3 years the non-BCC income as a percentage will increase significantly.

Income Analysis

Income category	2019-20	2020-21	2021-22
BCC	90%	86%	81%
Recyclate	5%	4%	4%
Commercial	5%	9%	15%

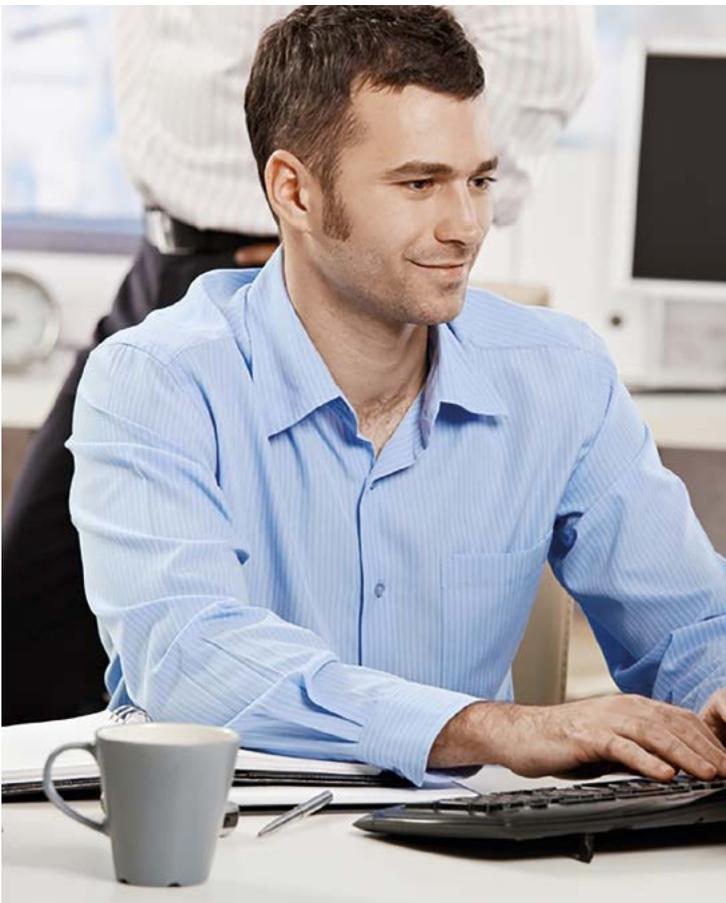
A high-level summary of our financial business plan projections is detailed in the tables below:

Financial Business Plan Summary

	Year 1	BP 2019-2020 £m	BP 2020-21 £m	BP 2021-22 £m
Total revenue		42.1	45.1	49.2
Total cost of sales		40.3	43.1	46.8
Overheads		1.4	1.4	1.4
Surplus		0.3	0.7	1.0
		0.8%	1.5%	2.1%

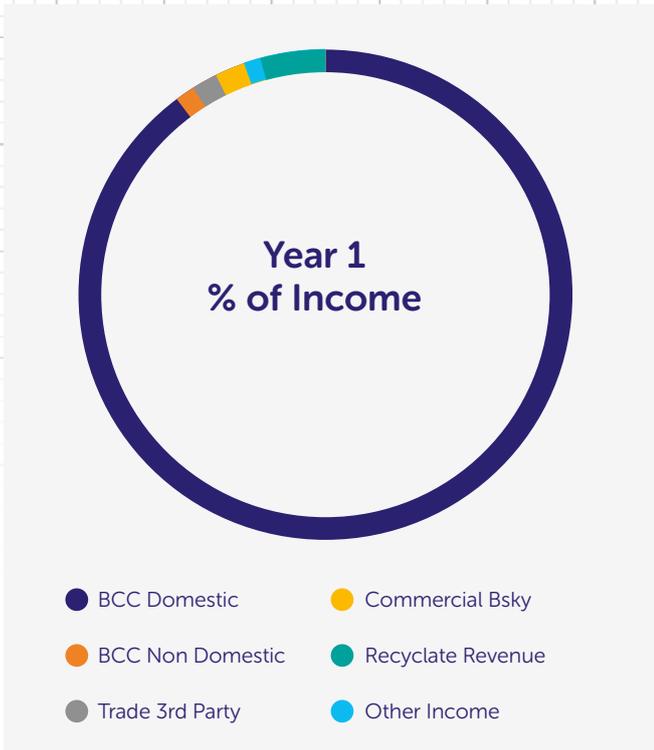
Comparison to previous business plan

Revenue Surplus	2019-20			2020-21			2021-22			Total (3 Years)		
	Previous BP %	Current BP	VAR	Previous BP %	Current BP	VAR	Previous BP %	Current BP	VAR	Previous BP %	Current BP	VAR
	41.3	42.1	0.7	42.5	45.1	2.7	43.6	49.2	5.6	127.4	136.4	8.9
	0.7	0.3	-0.4	0.5	0.7	0.1	0.6	1.0	0.4	1.9	2.0	0.2



Over the next 3 years the non-BCC income as a percentage will increase significantly.

Section 4 - Our Plan of Action



Year 1 Business Revenue and Cost Analysis Dashboards

Looking forward on a longer-term projection that benchmarks against the original 10 year framework; at table 5 below, we forecast to achieve the original 10 year surplus requirement in less than 8 years and add a further £2m of surplus. This forecast is based on using our 22/23 run rate of £1m surplus growth per annum. This flat-line position is considered "pedestrian" as it assumes no further surplus growth from 22/23, which we clearly intend to exceed.

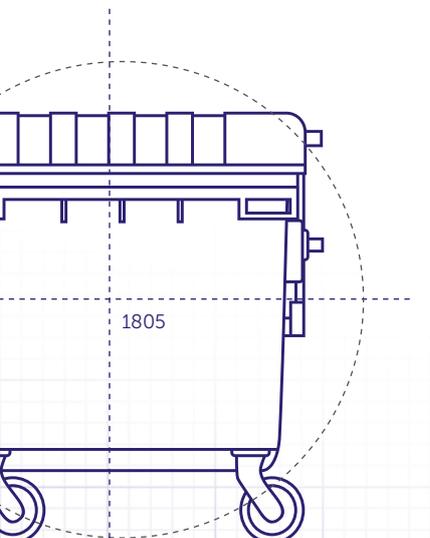


Table 5 - Long Term Financial Benchmark

Original 10 Year Plan	
Forecast Surplus (EM)	9.1
Avonmouth HWRC	-1.0
Contract changes first 3 years	-1.5
Surplus already delivered	-2.75
Surplus for 3 years forecast 2019 - 2022	-2.0
Total delivered and forecast for years 1-6	-7.25
Balance of original 10 year plan	1.85



We will achieve original 10 year surplus requirement in less than 8 years and add a further £2M at our 22/23 run rate of £1M per Annum - and we intend to exceed this target!

The 10 Year Outlook

Our contractual commitment is totally in-line with the original 10 year business plan. Whilst our management solution and delivery strategy has changed and, this business blueprint replaces various components, the cost of delivery is consistent with the original plan. However, the projected surplus will be increased by circa £2m as a result of commercial growth and operational efficiencies. For reference, the projections for the 10 year outlook are provided in the financial supplement document.

Investment Strategy

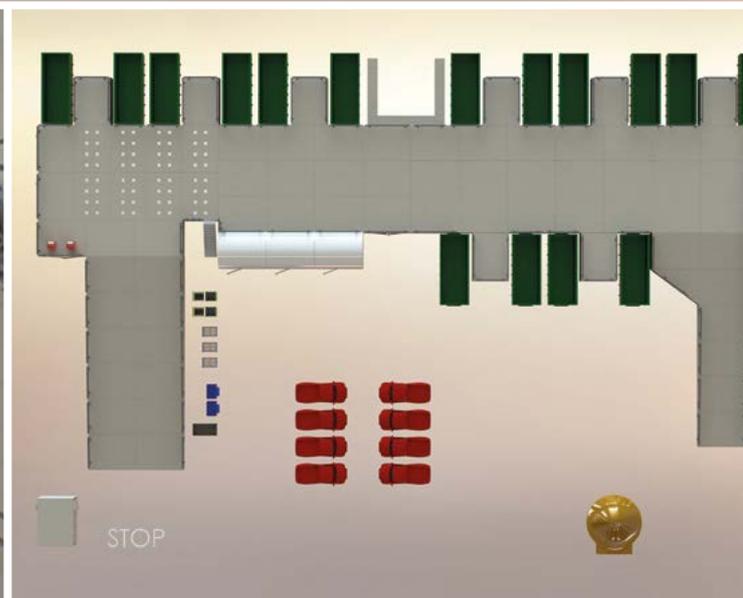
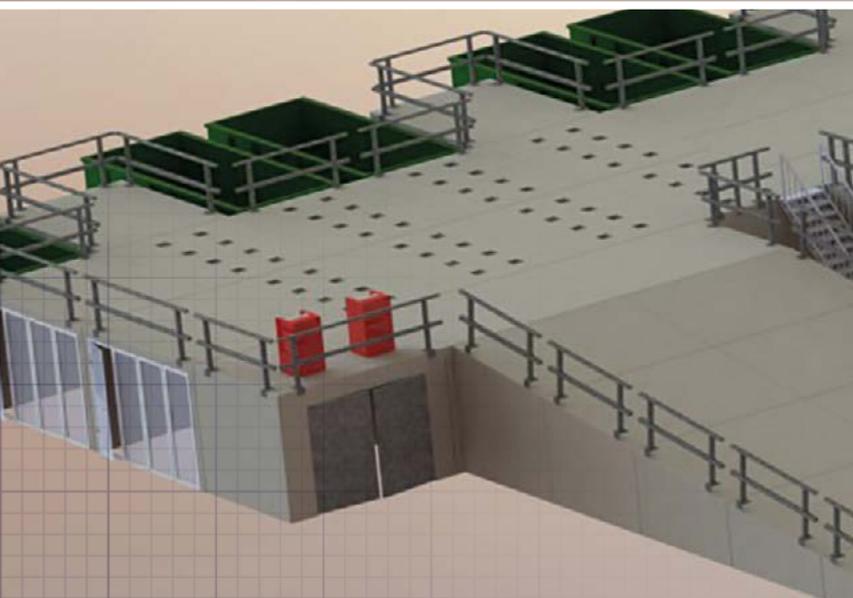
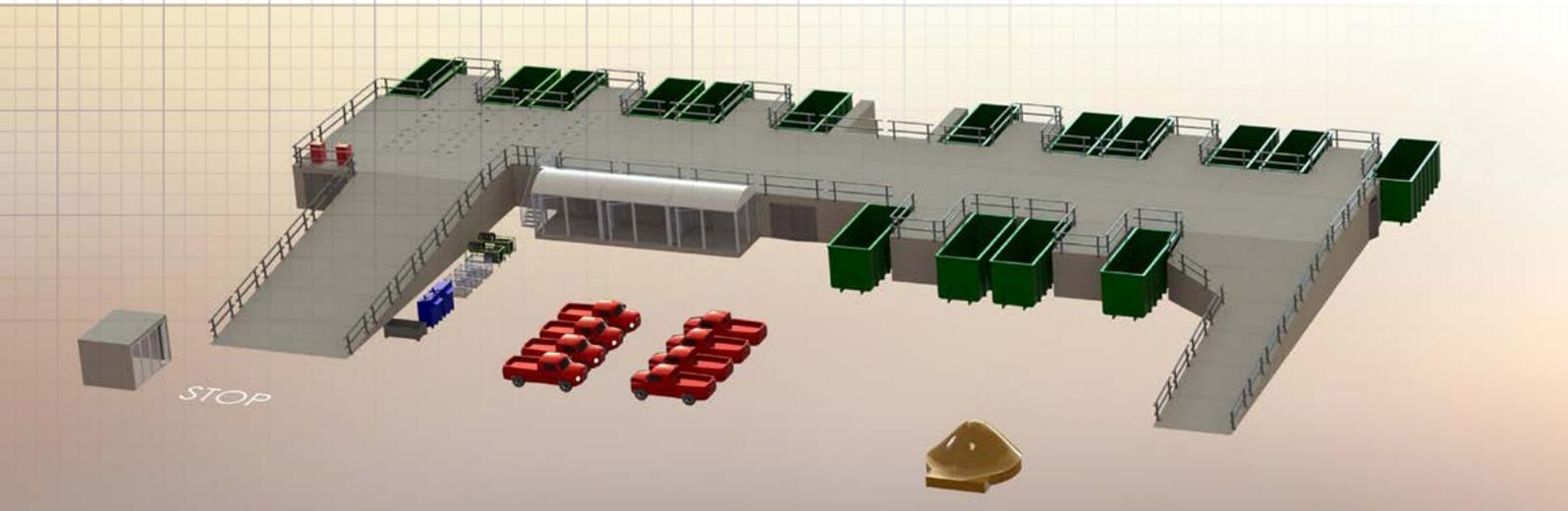
There are a range of investments that BWC would wish to consider and discuss with our shareholder, following provision of a comprehensive business case. These will secure the profitability and resilience of BWC for future periods. The Top 5 investment targets are listed in the table below, the full list is provided in the 'supplementary financial information' booklet.

Top 5 Potential Investment Initiatives				
No	Subject	Benefits	RAG Status	Time
1	Vehicles	Current fleet is approximately 7 years of age, suffering increasing failures which results in poor service to residents, increase in down time and repair and maintenance costs.	●	In progress
2	HWRC – Avonmouth	Investment is necessary to 'future proof' the site at Avonmouth. With the increase drive and commitment to recycling Bristol Waste Company need facilities that are fit for purpose and future proof.	●	In progress
3	Hartcliffe (Design, Build & Operate)	Reduce the burden for BCC and enable Bristol Waste Company to operate the whole program. This will enable full synergy to be developed from the beginning.	●	Phase 1: Q2 2019 Phase 2: Q2 2020
4	Mini transfer station (inc Baler)	Over the past year Bristol Waste Company has suffered failure of the baler at Albert Road, which has a disruption on service and increase in cost. In addition, a second baler would offer increase service offering to local waste companies, Suez have used our facilities in the past year.	●	Ideally by Q3 2019
5	Plastic sort line	A plastic sort/pick line would provide resilience to the down turn in recycle income as it would enable BWC to segregate plastics and sell at higher value 'good' plastic rather than lower grade 'mixed' plastic.	●	Ideally by Q3 2019



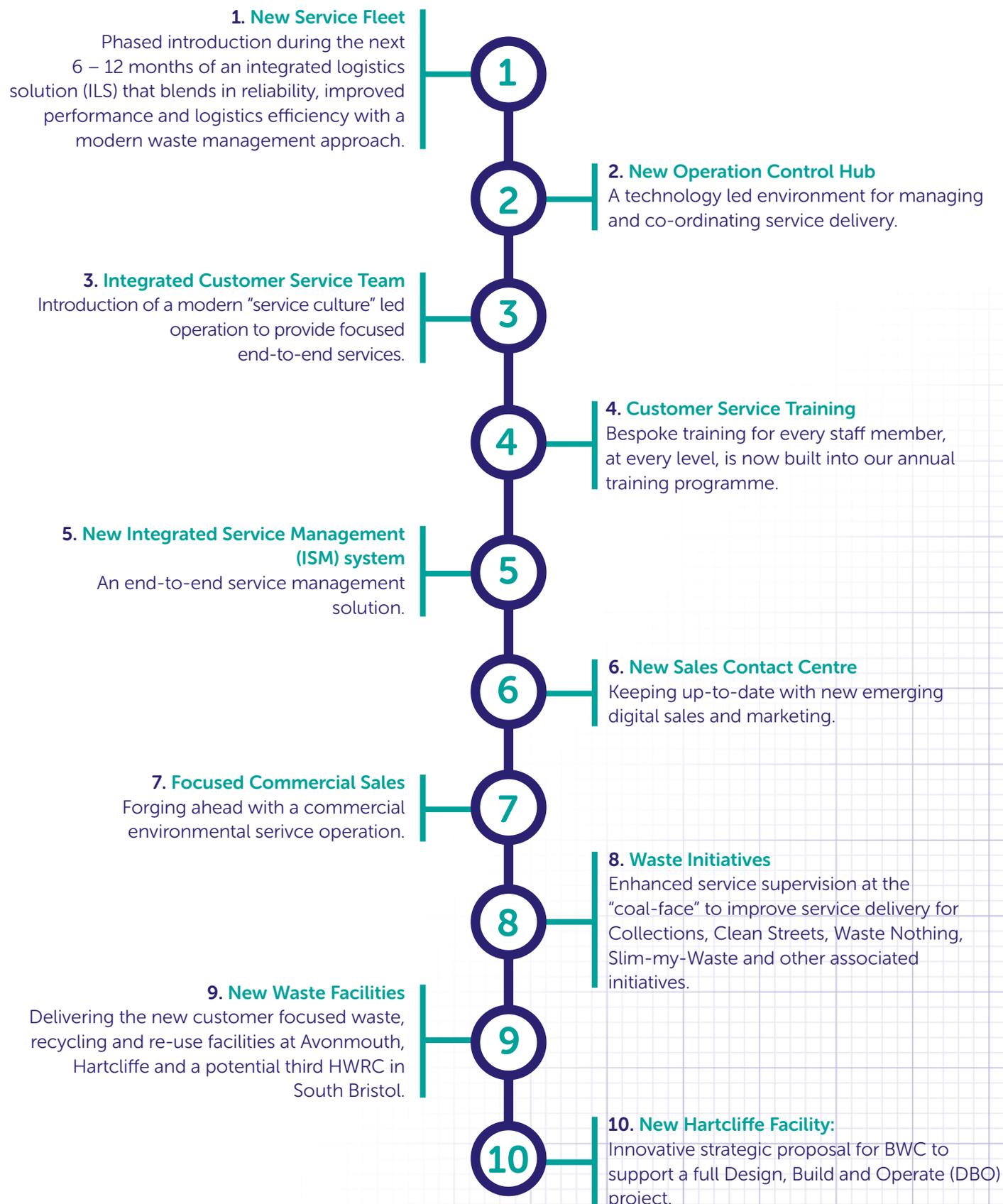
Section 4 - Our Plan of Action

Artist impressions of potential new facilities.



Excellent Customer Service Experience

Bristol Waste will continue to sharpen its focus on the delivery an outstanding customer service experience. The following section provides an overview of some of the initiatives that will be delivered through our plan of action:



Section 4 - Our Plan of Action



“We will launch a business improvement team network to develop continuous improvement initiatives.”

Enabling Continuous Improvement

BIT Network

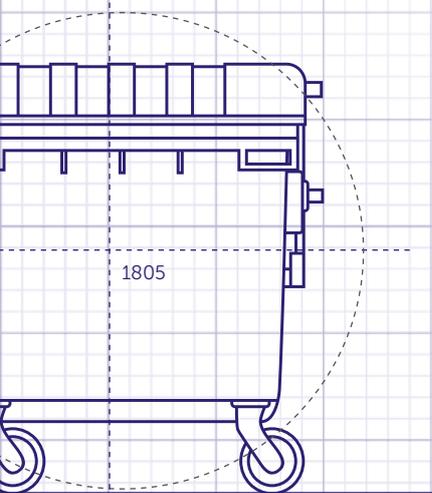
We will launch a Business Improvement Team (BIT) network involving a cross-section of people from across the operation to lead specific business improvement projects. This provides greater alignment across the business, improved SHEQ awareness, creates opportunities for people to shine through and supports the development of innovative but practical solutions for a range of key business requirements.

Collection Methodologies

We will continue to work with the council to develop, launch and sustain collection methodologies that deliver best-value-for-money. This may include a range of projects / pilots ranging from night time collections and street cleaning through new and cost-efficient management of recycling boxes.



Your Continuous Improvement Ideas...





Section 4 - Our Plan of Action

Helping People to Develop

Bristol Waste Learning Academy

We will launch a Learning Academy for the development of our people at every level; including family members, community engagement and BCC people in general. This will provide waste management and adult education programmes for service delivery, SHEQ, leadership, management and others. We will introduce an Executive Development Programme (EDP) to develop our leaders of the future and to provide a good level of succession planning. We will support the governments apprenticeship and trainee schemes with an active programme. We will establish an Interactive Learning Centre (ILC) to provide a focal point and centre of excellence for people. Our new head of Learning and Development will provide the leadership and ownership to deliver the overall Academy programme.

1

Workshop

Over 25 short training courses tailored to workshop based operations.

2

Transfer Station

Over 50 short training courses for development of technical skills and management for all aspects of our operations.

3

Management & Supervision

Over 25 long and short term management and supervision programmes.

4

Business Services

A range of induction, leadership, SHEQ and related business courses.

5

Executive Development Programme (EDP)

A new programme for executives and leaders comprising of professional mentoring & development.

6

Apprenticeship Programme

A range of frameworks available to new or existing employees ranging from 12 month to longer term advanced apprenticeships.

LEARNING ACADEMY

People & Behaviour

We are committed to working collaboratively, together as a team, in order to support each other and to make sure that we create synergies and not lapse into “defensive” or “silo” mentalities.

Over recent months we have worked closely with our people and their ideas have contributed significantly to our over-arching plans. In order to achieve our objectives and to create the enterprise that we aspire to, it is vital that our people are passionate about what they do and that their behaviours are consistent with this aspiration. Our plans include the launch of our Learning Academy, work-based welfare programme, enhanced management support to the areas where it is most needed and outline involvement through participation in an improvement team network. We would also like to improve the working environment to help us retain and attract good people that will drive the business forward and create a structure for the future.

Linking Performance with Rewards

It is vital that we continuously look for ways of linking good performance with rewards for our people; recognising the highly demanding service environment in which they work and, providing motivational components.

During the next 12 months, we plan to introduce a number of initiatives aimed at this objective:

- **People focused events:** Based on achieving our business plan commitments, we will look to reward our people and their families through some “old-school” company events such as a family Christmas pantomime and family summer picnic.



We have established a robust remuneration committee that will oversee annual pay, negotiations and grading arrangements, which will reflect overall business performance.

Our ambition for this objective, is to continue working with our shareholder to jointly develop on-going initiatives, that will truly engage our people through purposeful and motivational rewards.

Equality & Diversity

BWC is committed to a policy of equality and diversity and will continue to promote non-discrimination in all areas.

Non-standard working patterns and new ways of working will be encouraged wherever practicable and consistent with efficient business operations. We are keen to employ a diverse range of locally based people in the workplace and to support this aim, we employed our first female engineering apprentice in 2018.

Section 4 - Our Plan of Action

Communications

Effective communications are essential to the development of a strong, cohesive team. We will continue to build on activities already in place to promote excellent internal and shareholder communications:

- Monthly business performance reviews
- Weekly and monthly business blog
- In-touch style job chats
- Tool-box talks
- Cascade management briefings

All with an open-door policy at every level...

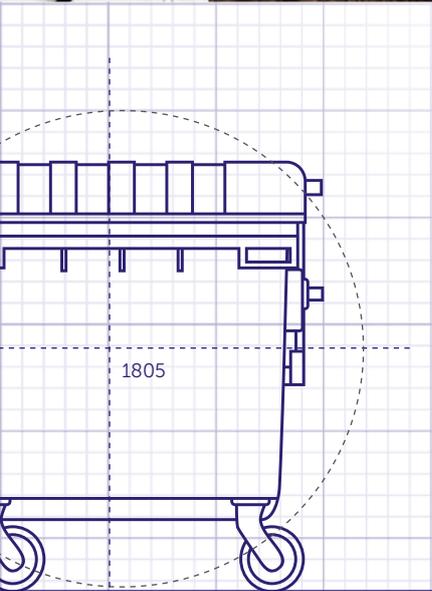
Delivering SHEQ Objectives

Despite recent improvements in standards; health and safety performance for the waste sector in general remains poor in relation to other industries:

- Fatality rate 9 to 10 times the all-industry average,
- Transport-related fatal injuries account for two-thirds of the total
- RIDDOR non-fatal injury rate 4 times the all-industry average
- 80% of all reported injuries occur during collection and sorting activities
- Potential health risks from emerging processes and activities
- Risks to members of the public because of significant public interface

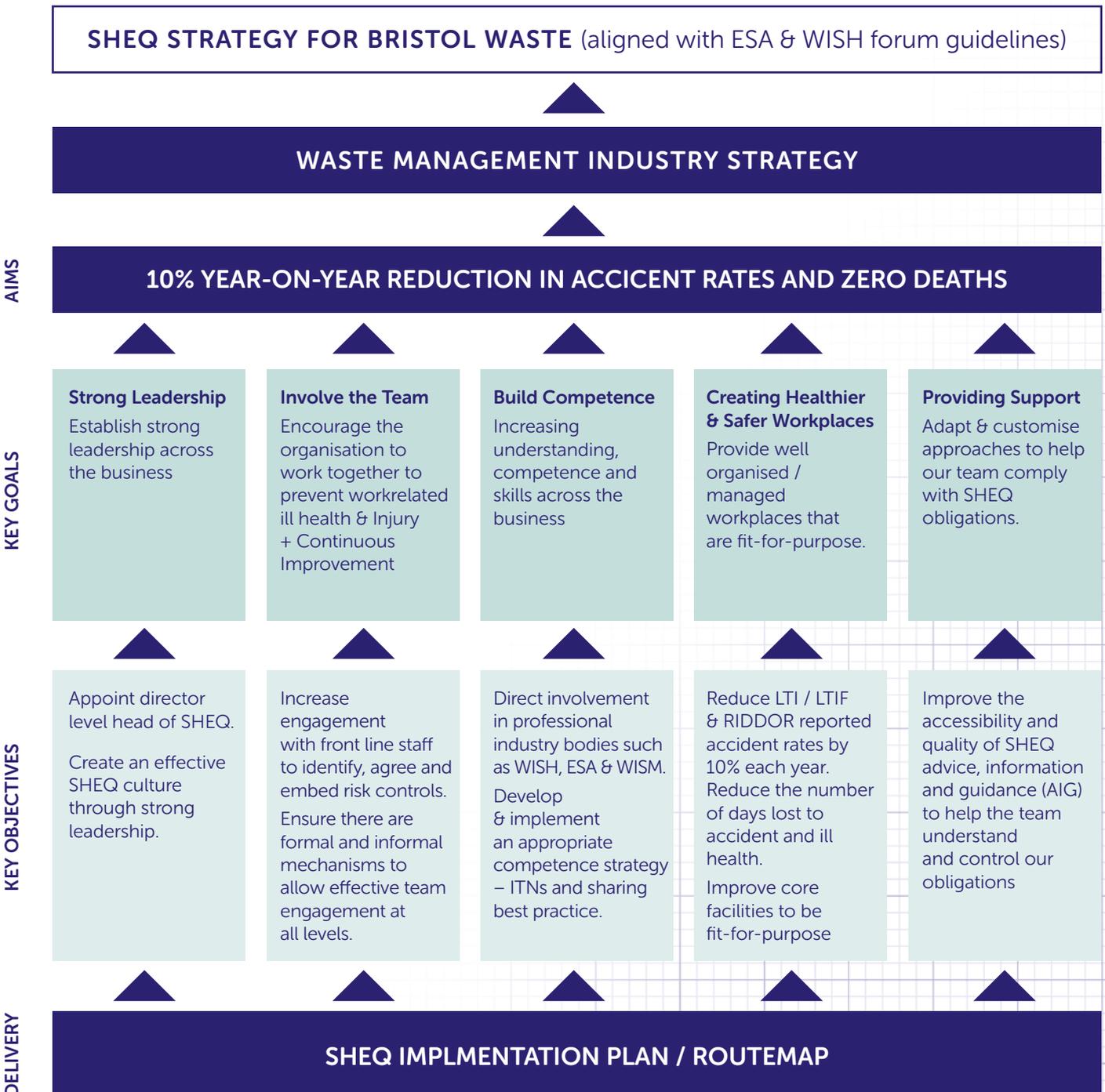
Waste collection represents one of the most hazardous aspects of this industry:

- Collection work is peripatetic, undertaken on public roads with live traffic and in constantly changing conditions
- Potential for direct interface with the public, so many of the risks also apply to non-workers
- Workers have to deal with a variety of materials while encountering risks that are not within their employer's direct control.
- Direct management and supervision is more difficult than at fixed workplaces
- Some of these challenges may potentially be compounded by a 'task and finish' working culture if this is not properly managed
- Existing health and safety challenges in collection activities may be affected by changes to working trends including:
 - Target-related requirements for more waste separation, increasingly frequent collections and extended working hours
 - Emerging risks and the need to develop related safety management expertise
- It is important that companies operating across fixed and transient work sites have formal or informal mechanisms that enable employers, managers and staff to work together to identify risks and devise proportionate, practical controls.



Reported ill-health data is limited, but there is growing concern about the potential for significant occupational disease risks arising from some emerging processing and recycling activities. In view of increasing pressures on local authorities to raise revenue and reduce costs, effective solutions to balance health and safety requirements with demanding service targets cannot be identified in isolation. All parties must work together to devise integrated, compatible and consistent standards that facilitate co-operation. Ultimately, improvement will depend on a shared commitment to act upon individual roles and responsibilities for health and safety at all levels of operation.

BWC are pleased to have secured ISO14001 and 9000 for environmental and quality management respectively and, we will maintain these standards across the operation. We are proud to be operating a SHEQ regime that is well within the industry benchmarks and we report on SHEQ performance regularly. We consider the waste hierarchy and circular economy increasingly through all of our operations, collaborating with leading academic bodies such as University of West England (UWE) to support best-practice. However, we must not rest on our laurels and the aims of our SHEQ strategy are to achieve a 10% year-on-year reduction in LTI / LTIF and RIDDOR reported accident rates and, zero deaths. This will be delivered through five key themes that are totally in-line with the WISH forum and Environmental Service Agency (ESA) best practice guidelines.



Section 4 - Our Plan of Action



“The challenge for the next 12 - 36 months is for BWC to maintain the momentum of change and success, to achieve a demanding set of key targets.”

Forging Links

BWC relies on co-operation with numerous organisations and enterprises in Bristol to operate effectively.

For BWC to succeed as a business entity it needs to rigorously pursue a culture of collaboration at every level. Collaboration is central to our day-to-day tasks – to seek improvements to our methods and at the same time deliver a high quality of service to all of our customers. Some of the new key links that we intend to forge over the next 12 months include:

- Corporate memberships of Waste Industry Health & Safety Forum (WISH)
- Local business networks and forums
- Environmental Services Association (ESA)
- Chartered Institute of Waste Management (CIWM)
- Other BCC Departments

Opportunities and Challenges

The environment in which BWC operates is undergoing a process of continual change as new initiatives, legislation and global market pressures are introduced throughout the sector.

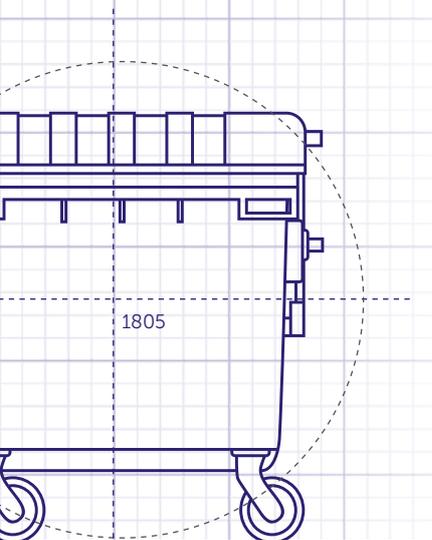
There are opportunities and challenges to overcome:

The impact of recycling rates driven by the Asian markets broadens the need for BWC to find innovative alternatives and to improve the quality of recycled materials, the need to maintain competitive pay rates from within a heavily unionised environment, the need to modernise legacy ways of working and service delivery in a way never before experienced, through to creating a robust commercial enterprise. In addition, the impact of emerging legislative initiatives such as the Deposit Return Scheme are yet to be determined.

The outcome of some of these processes is not possible to predict with any degree of certainty. But, BWC must not relax in its search for efficiency, nor will it. The task before BWC is to show its shareholders and customers that it can continue to improve performance and deliver high-quality integrated services and waste management for Bristol, at best cost; despite the uncertainties which abound.

The opportunities that the City Leap programme and our business development ambitions provide are hugely exciting and in our gift to drive; from the potential City Leap collaborations through to providing integrated facilities management services to a range of commercial partners in the Bristol region.

The challenge for the next 12 - 36 months is for BWC to maintain the momentum of change and success, to achieve a demanding set of key targets. Our critical success factors are identified in the following section.



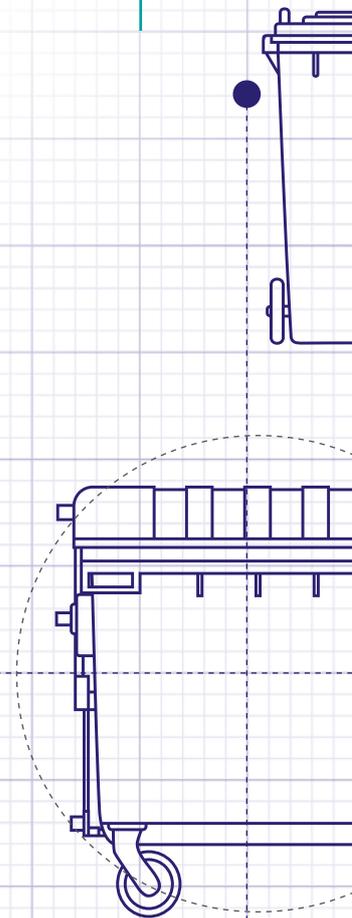


BRISTOL waste



Section 5

**Our Critical
Success Factor
(CSF) Dashboard**



Section 5 - Our Critical Success Factor (CSF) Dashboard

CSF 1 - Service Delivery



Dealing with the increasing cost of waste collection and treatment. Absorbing the housing and population increase. Continuous improvement in quality and quantity of recyclables. Developing new collection methods / initiatives. Driving further reduction in residual waste. Impact of Deposit Return Scheme.

CSF 2 - Financial



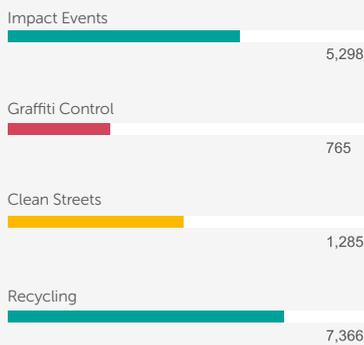
Introducing efficiency gains to offset costs of new investments. Performing to contract KPIs and new pricing mechanism. Managing pay awards effectively. Developing annual cost-down programmes and smart procurement initiatives.

CSF 3 - Organisation



Creating an environment with the right people, in the right places doing the right jobs. Embracing a change culture for continuous improvement. Building a robust leadership team. Linking sustained good performance with rewards. Creating an enterprise with continuous career opportunities and not just a job-for-life.

CSF 4 - Behaviours

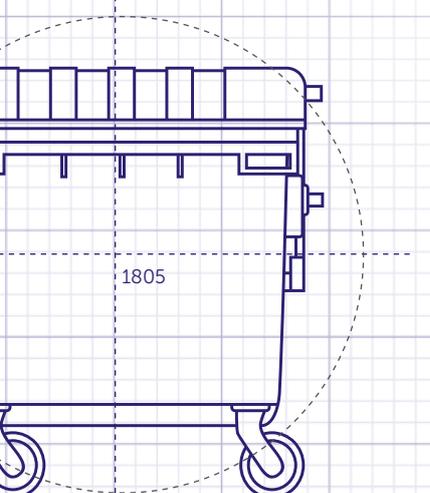


Working together to influence resident behaviour change; particularly with hot-spots like Stapleton road, graffiti control, improved re-cycling etc... Managing a programme of controlled marketing and PR. Enabling closer neighbourhood partnerships. Supporting strategic initiatives such as clean streets and the One City Plan. Helping to Develop and implement waste enforcement regimes.

CSF 5 - Facilities

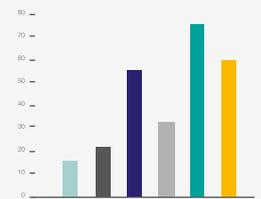


Redevelopment of Hartcliffe facilities. HWRC upgrade at Avonmouth and potential 3rd site (with re-use centres).



CSF 6 - Commercial

Delivery of a structured commercial enterprise that is geared to exceed the 10 year business plan commitment.



CSF 7 - Alignment

How we align Bristol Waste with BCC strategic vision / targets.



CSF 8 - SHEQ

Sustained delivery of the SHEQ plan, work-based welfare programme and improvements.



CSF 9 - Relationships

Building and managing key relationships and management interfaces.



Helping **Bristol Waste** Nothing

BRISTOL
waste

Overview and Scrutiny Management Board 27th November 2018



Title: Bristol Energy Trading and Business Plan Update.

Officer Presenting Report: David Lawrence, Interim Shareholder Liaison Director

Contact Telephone Number: 0117 35 74172

Recommendation:

That Members receive an update regarding Bristol Energy's trading position and business plan.

Please note that this report is exempt from publication under s100A(4) of the Local Government Act 1972. As such the public will be excluded from this part of the meeting.

Appendices:

Bristol Energy trading and business plan update – *to follow*.

