

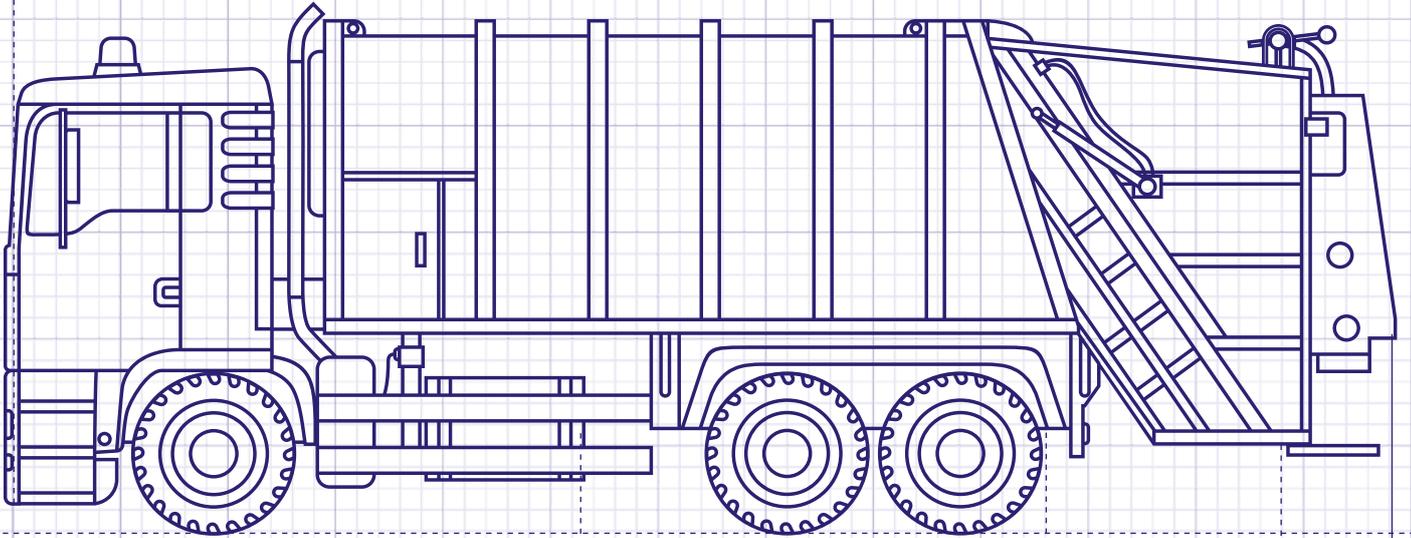
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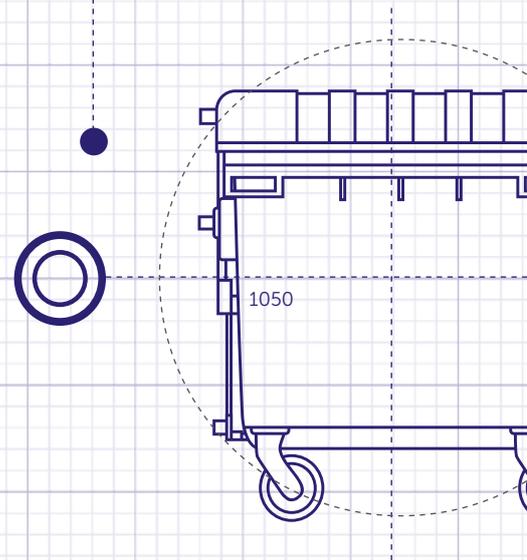
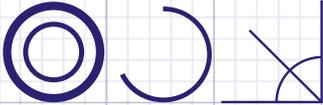
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## Business Plan 2019-20

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



## Contents

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- Section 1** Our Statement of Commitment
- Section 2** Re-enforcing Our Purpose
- Section 3** Delivering the Service
- Section 4** Our Plan of Action
- Section 5** Our Critical Success Factor (CSF) Dashboard

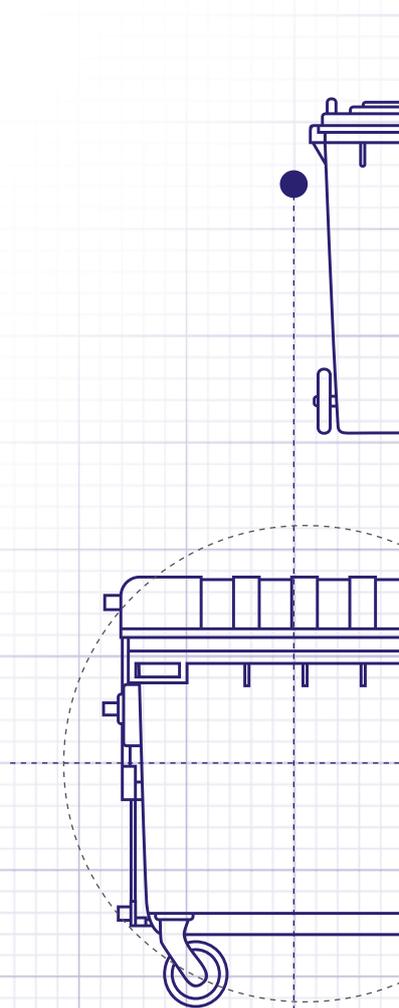
### DOCUMENT CONTROL

**Issue No:** 1 **Date:** 31 October 2018

**Document Title:**  
Business Plan Blueprint 2019-20 **Prepared For:**  
Shareholder

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### BUSINESS PLAN BLUEPRINT

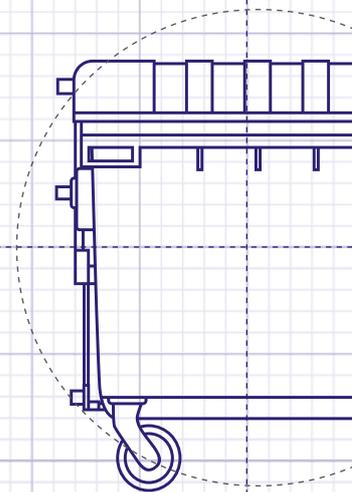




## Section 1

# Our Statement of Commitment

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# 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



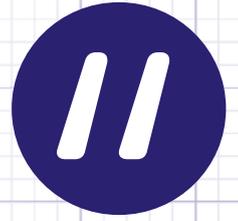
**Frank Rodriguez**  
Non-executive Director



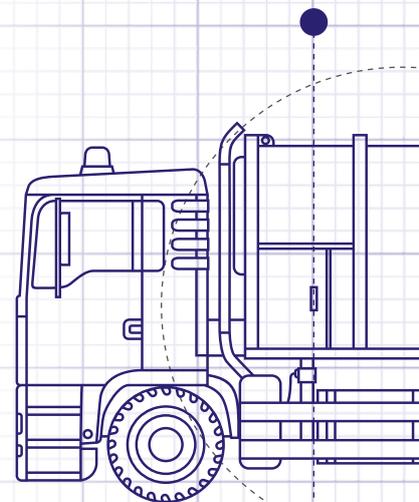
**Chris Hawkins**  
Business Services



**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."**

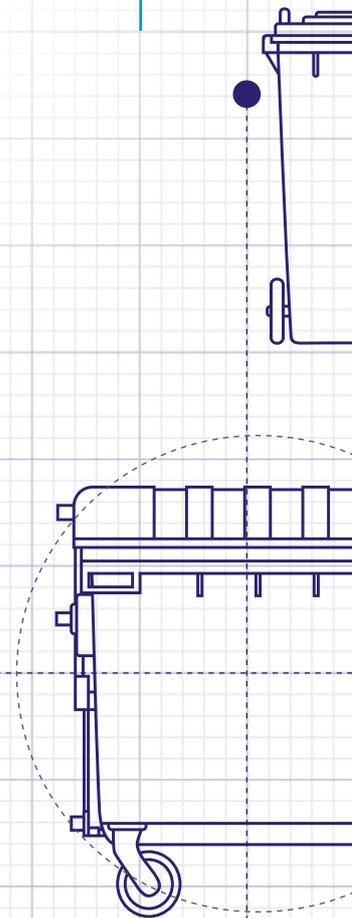


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Section 2  
**Re-enforcing  
Our Purpose**

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## 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

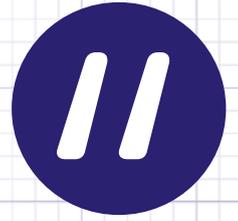
To fulfil our purpose, we will re-align our activities with the following themes:

- **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

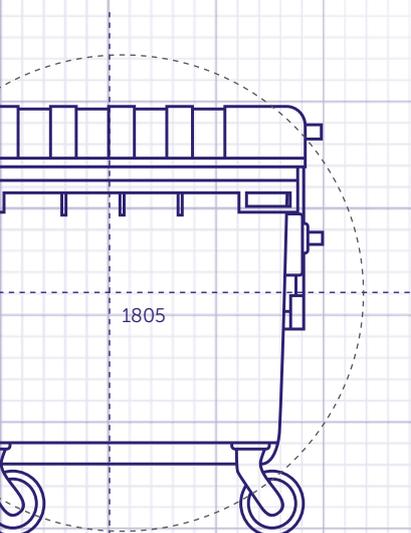
Bristol is leading by example in taking action on climate change and is now moving forwards with the innovative City Leap programme. This will build on what has already been achieved in delivering sustainable energy and infrastructure to the region. The prospectus for this programme is seeking strong 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

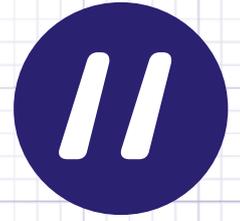
We consider BWC to be in a significant position of trust, one where we can make a considerable contribution towards supporting the social agenda for our shareholder.

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.

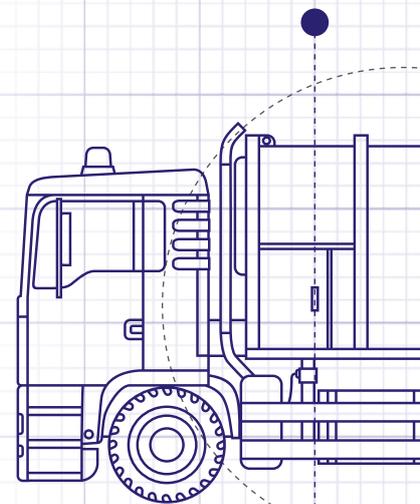
As a teckal company, we have the scope and ability to grow the enterprise, generating a surplus that can be offered to support BCC social initiatives such as;

- 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.”**



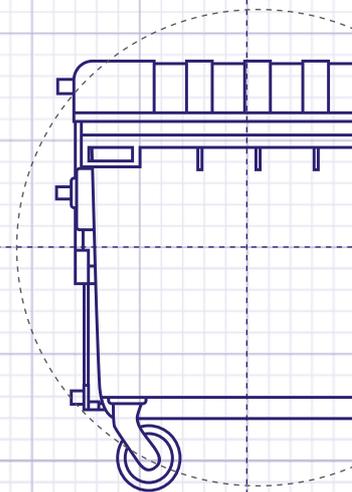
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# Section 3

## Delivering the Service

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## 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

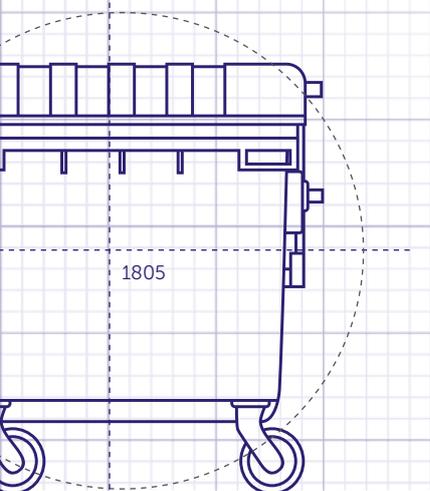
Delivering a fully comprehensive waste management service in-line with agreed expectations and service level agreements. We support an increasing population in Bristol comprising of over 459,300 residents in a wide variety of habitats and communities.

#### 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

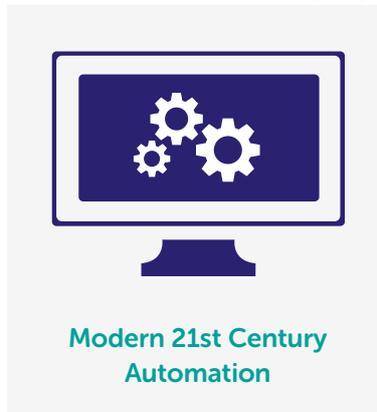
### The BWC Perspective

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:

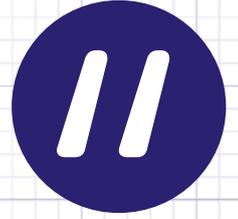
#### Automation:

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.

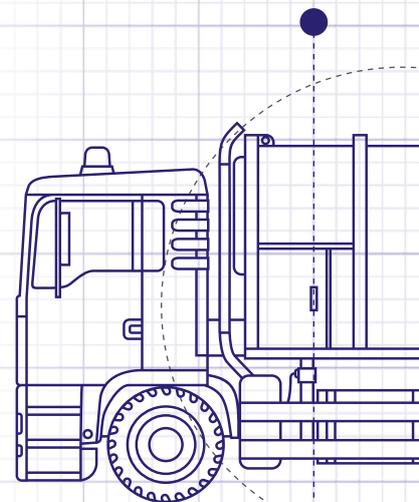


Data and reporting will advance with dashboard presentation and data from collection to the deposit site, including diversion rate calculations.



## 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..."**



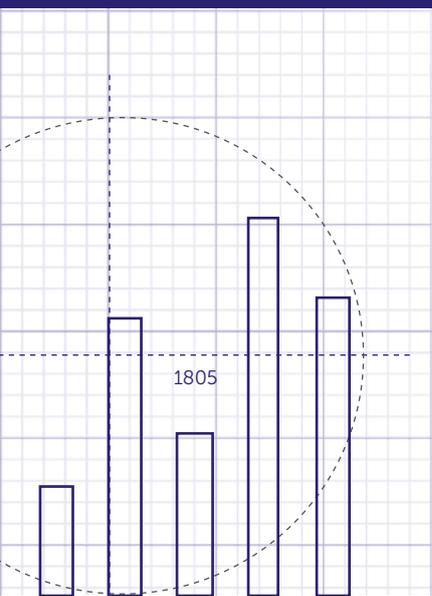
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## Section 3 - Delivering the Service



### 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

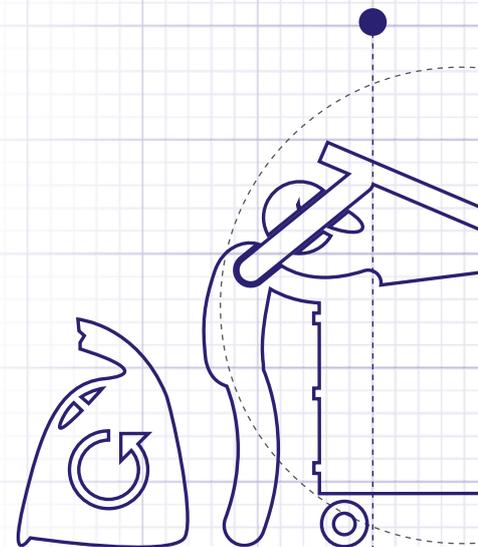
### Beyond waste-to-power: The waste-to-fuel revolution

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.

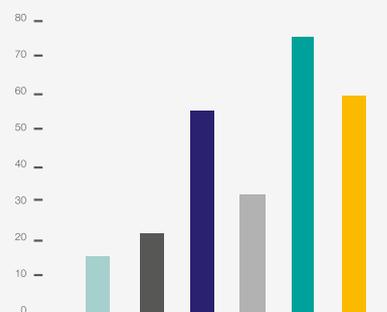
**54,000**  
**More jobs having been created**

**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

**Company Secretary**  
Helen Reed

**Non Executive Director**  
Frank Rodriguez

**Non Executive Director**  
In Recruitment

**Councilor**  
Tom Brooks

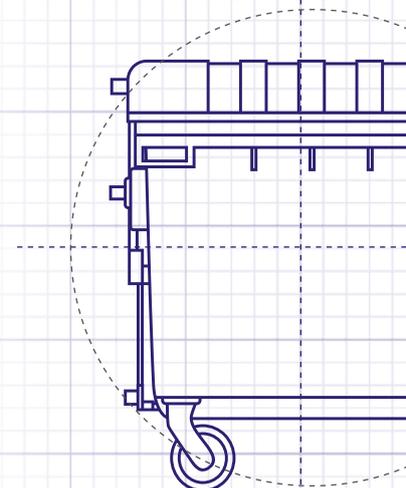
**Shareholder Liaison Director**  
David Lawrence

**BWC Finance Director**  
In recruitment

**BWC Managing Director**  
Tony Lawless



“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.

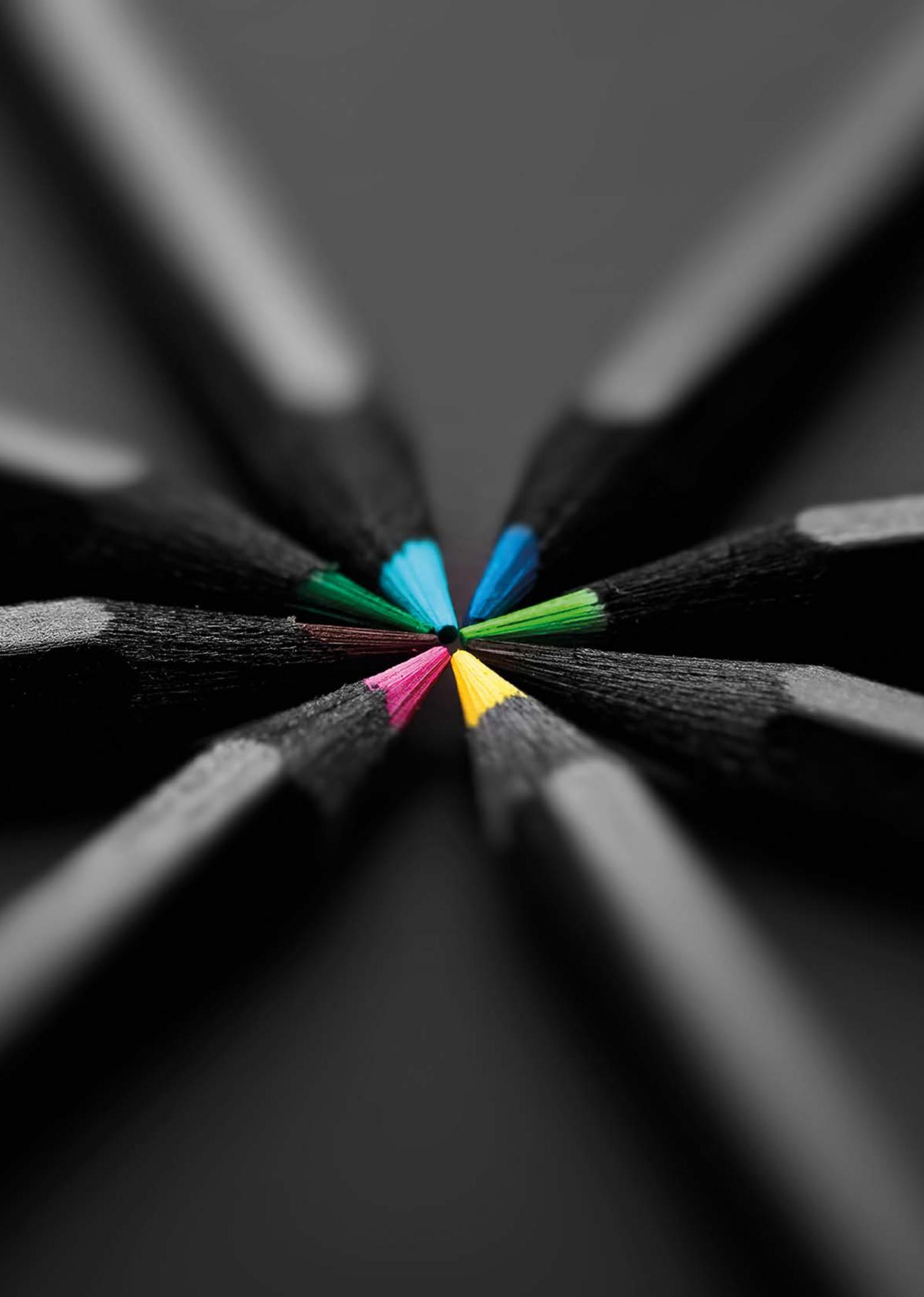
As we introduce more effective collection and analysis of data, this will allow us to improve our performance monitoring and, it will improve the way in which we report and present management information on dashboards. This will allow us to make service improvement decisions based on “sound” management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

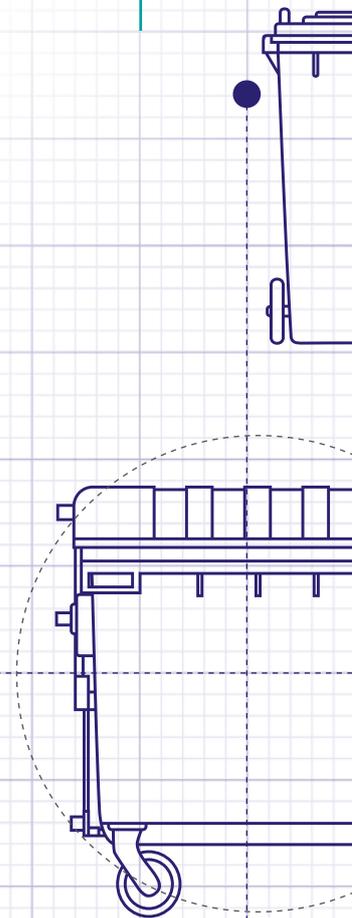
KPI	Measure of Success / Requirement	Safety / Health / Environmental / Quality (SHEQ) KPIs
1	Lost Time Incident and Lost Time Incident Frequency (LTI & LTIF)	% target improvement on previous year. See SHEQ plans and strategies section of this business blueprint for details. New reporting measurement 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."

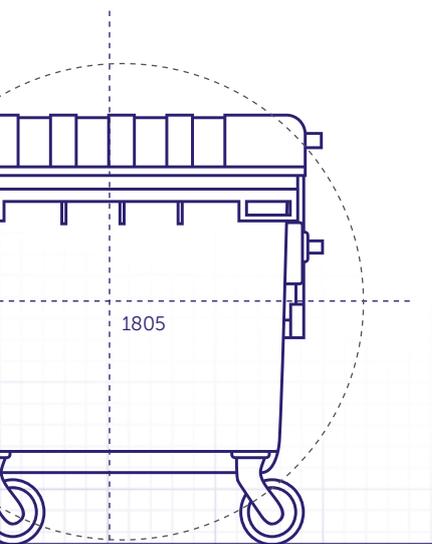
#### Financial Strategy

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%

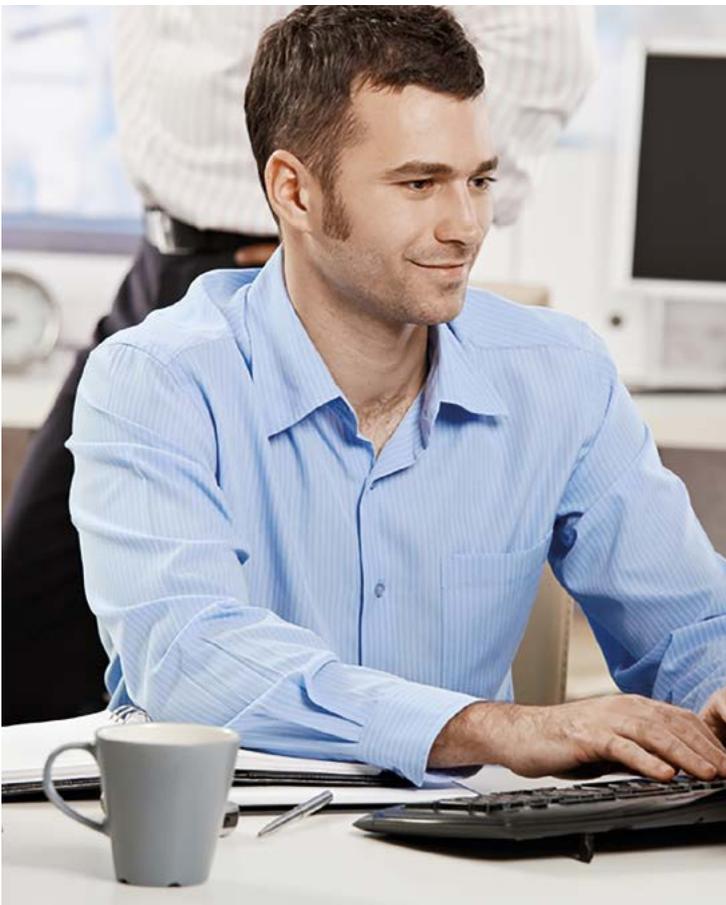
A high-level summary of our financial business plan projections is detailed in the tables below:

### 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%

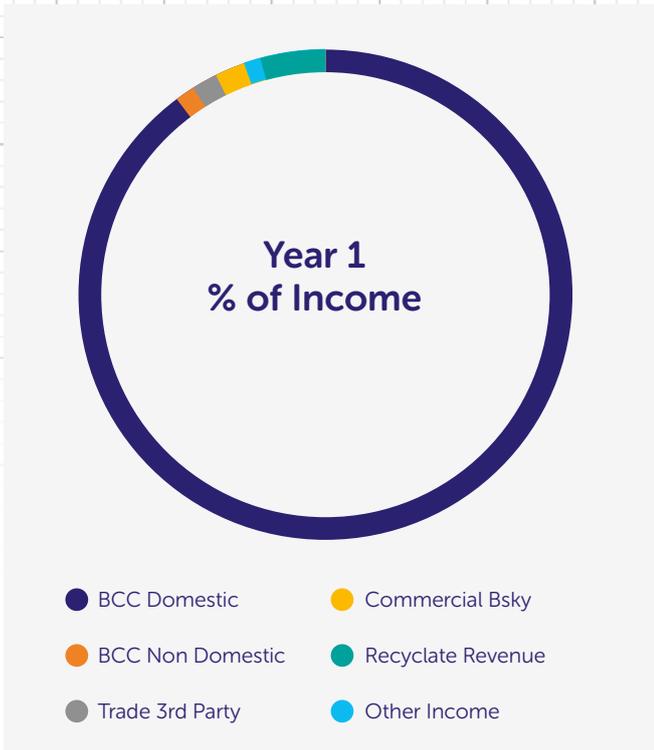
### Comparison to previous business plan

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



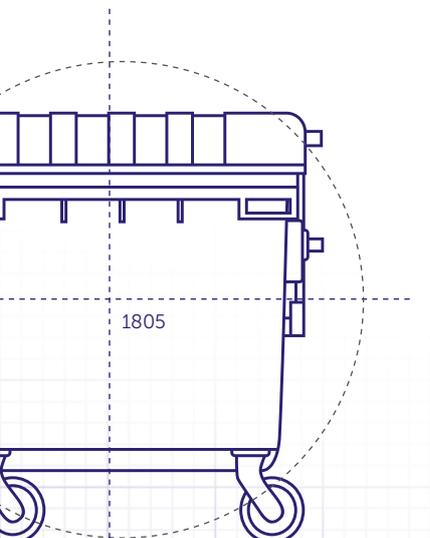
Over the next 3 years the non-BCC income as a percentage will increase significantly.

# 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
<b>Balance of original 10 year plan</b>	<b>1.85</b>



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

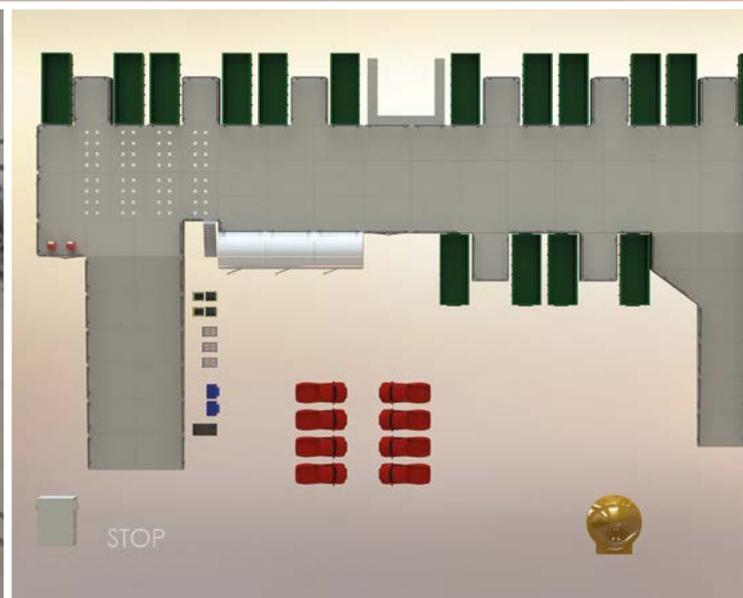
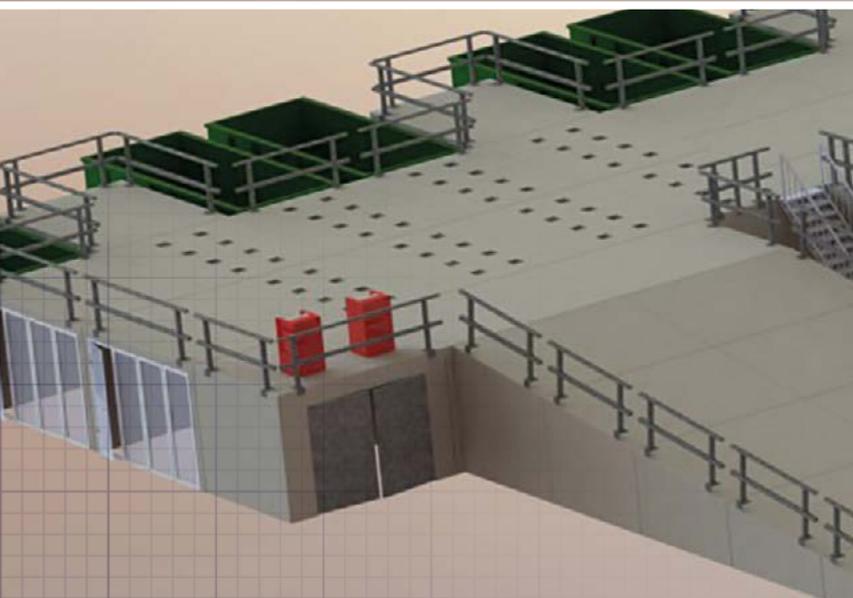
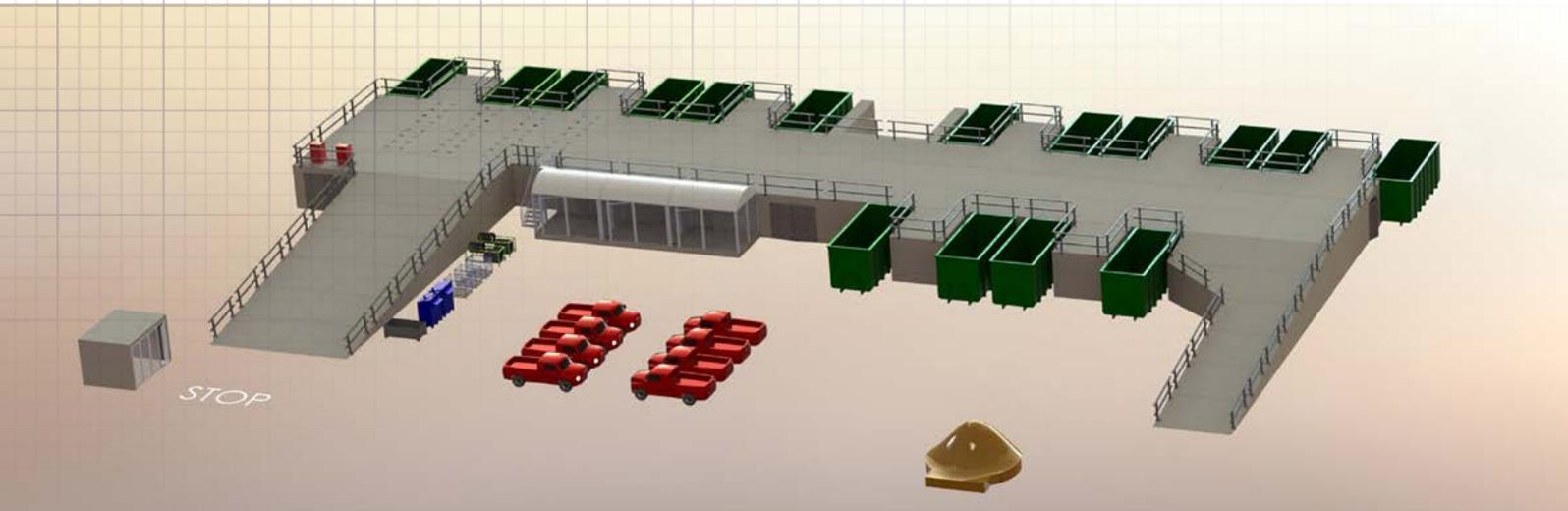
There are a range of investments that BWC would wish to consider and discuss with our shareholder, following provision of a comprehensive business case. These will secure the profitability and resilience of BWC for future periods. The Top 5 investment targets are listed in the table below, the full list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



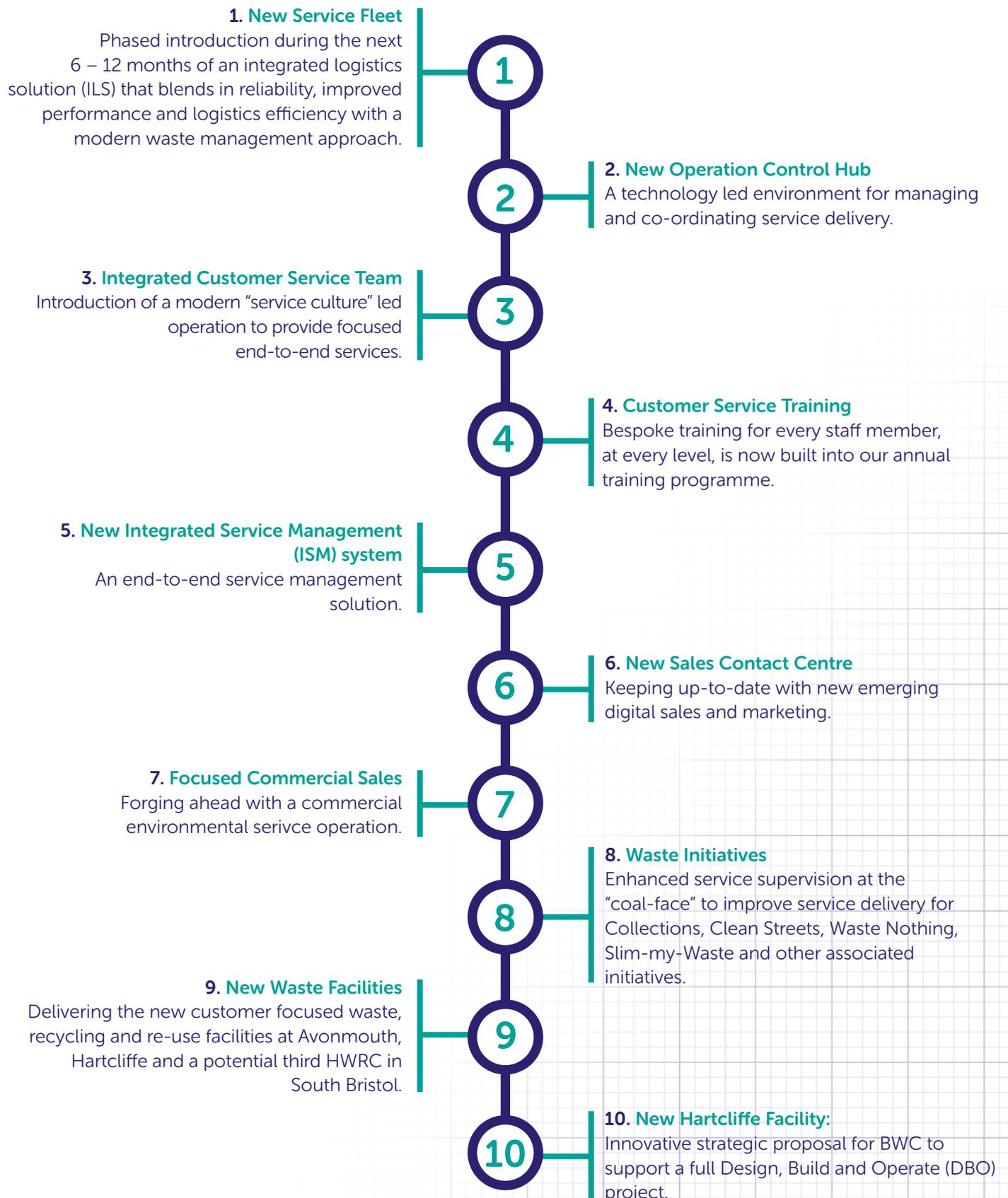
# Section 4 - Our Plan of Action

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

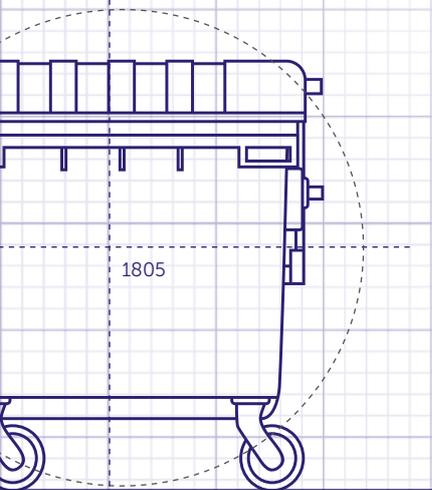
We will launch a Business Improvement Team (BIT) network involving a cross-section of people from across the operation to lead specific business improvement projects. This provides greater alignment across the business, improved SHEQ awareness, creates opportunities for people to shine through and supports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



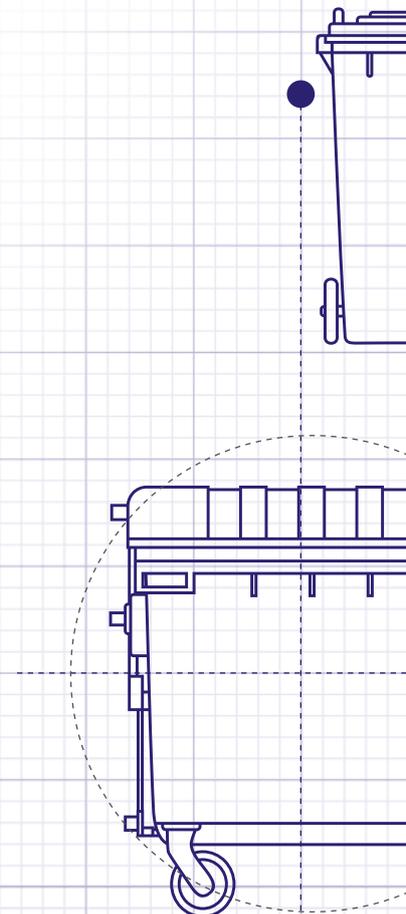
We have established a robust remuneration committee that will oversee annual pay, negotiations and grading arrangements, which will reflect overall business performance.

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...

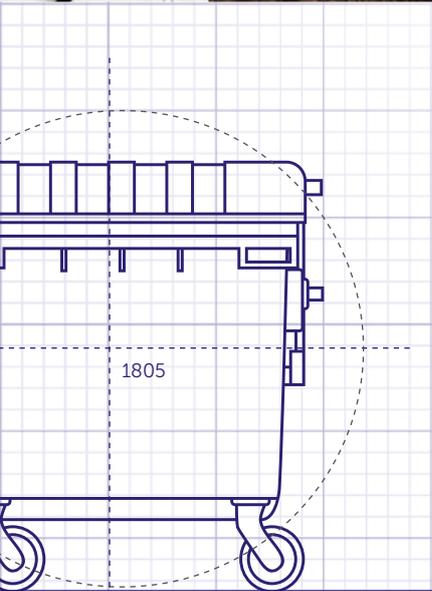
### Delivering SHEQ Objectives

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.**

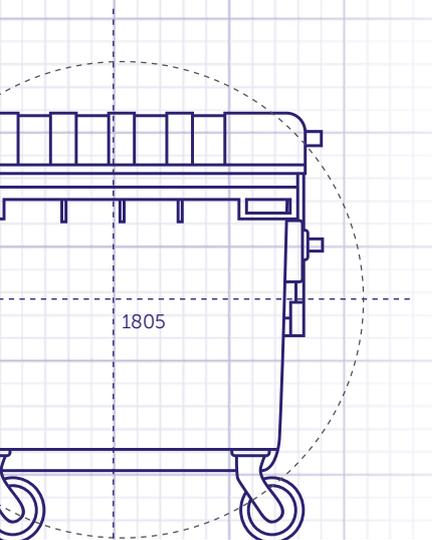
**There are opportunities and challenges to overcome:**

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.





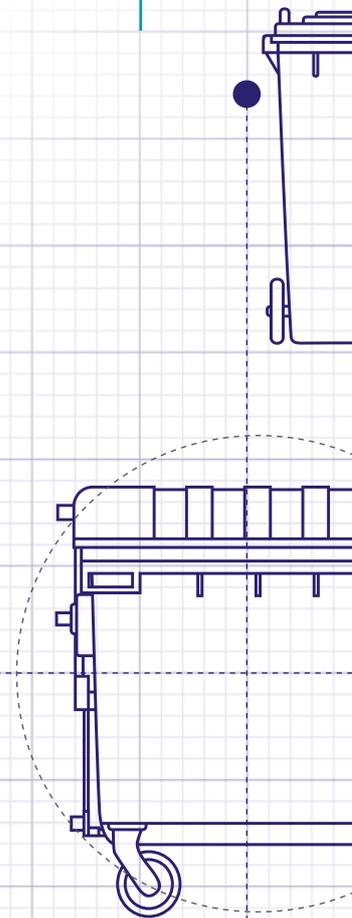
**BRISTOL**  
waste



Section 5

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

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# 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



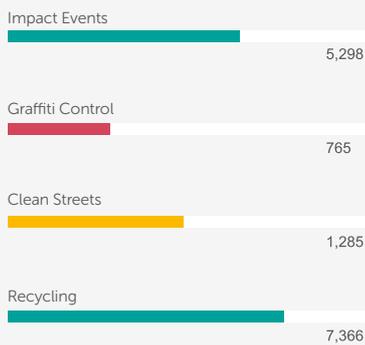
Introducing efficiency gains to offset costs of new investments. Performing to contract KPIs and new pricing mechanism. Managing pay awards effectively. Developing annual cost-down programmes and smart procurement initiatives.

## 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

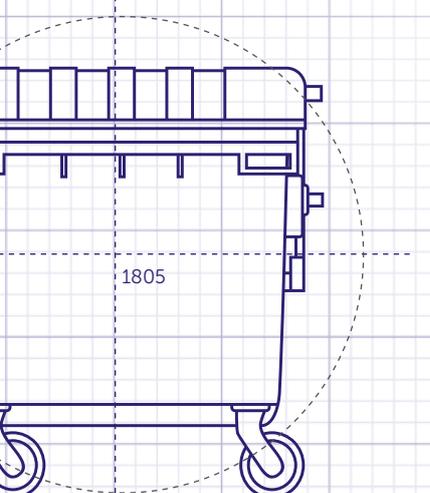


Working together to influence resident behaviour change; particularly with hot-spots like Stapleton road, graffiti control, improved re-cycling etc... Managing a programme of controlled marketing and PR. Enabling closer neighbourhood partnerships. Supporting strategic initiatives such as clean streets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

## CSF 5 - Facilities

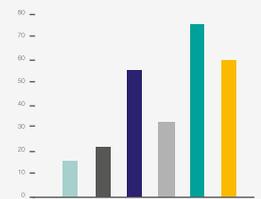


Redevelopment of Hartcliffe facilities. HWRC upgrade at Avonmouth and potential 3rd site (with re-use centres).



## 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

[www.bristolwastecompany.co.uk](http://www.bristolwastecompany.co.uk)