

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.
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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