



# 2020/21 Business Plan



# Welcome



**“**If you're not already a Bristol Energy customer, why not? This is your energy company, helping to make Bristol a cleaner, greener, healthier place to live. **”**

We were pleased to report growth in our residential and business customer numbers in 2019, as well as an increase in the amount of social value we invested back into Bristol; an expected £8m in financial year 2019/20. For the new financial year 2020/21 we are forecasting to invest nearly £10m in social value back into the city, as well as looking to increase our Bristol based residential and business customer numbers.

In summer 2019, we reached our 100,000 customer milestone and in September 2019 we turned our energy 100% green, working with around 65 generators to deliver clean, renewable energy to our customers in Bristol and around the UK.

We partnered with Bristol City Council as they launched the ambitious City Leap programme; a programme of investment which will help make Bristol a cleaner, greener and healthier place to live and will transform Bristol's energy system from dirty, fossil fuels to clean, green, renewable energy.

Bristol Energy will be the glue that holds all of the disparate new technologies and innovations together and Bristol Energy will play a central role to develop, deliver and operate new energy projects in the City Leap programme and would look forward to seeing this come to fruition at the end of 2020.

Businesses helping 'green up' the city with Bristol Energy include Bristol City Council, Bristol Waste, Avon Fire & Rescue Service, Bristol Zoo Gardens and We The Curious.

If you're not already a Bristol Energy customer, why not? This is your energy company which helps to make Bristol a cleaner, greener, healthier and ultimately, a better place to live.

A handwritten signature in black ink, appearing to read "Marek Majewicz".

Marek Majewicz  
Managing Director, Bristol Energy



# Our ambition for 2020/21

Our business plan will deliver significant gains, aligned with the five priorities we set out last year.



Double the social value created for Bristol



Support Bristol to meet its carbon neutral targets



Achieve profitability



Build service propositions that meet our customer needs and deliver additional value



Be recognised as a leader in distributed, local energy markets

## Our vision



We will create a sustainable energy company with social value at its heart.



## Our values



Our sole reason for being is to create profit for purpose. We are relentlessly focused on our purpose and have a clear direction to help us get there. We take care to create exceptional work which focuses on the customer at all times.



We dare to be different. We are brave enough to ask questions and challenge the status quo. We are courageous; embracing new opportunities and trying new and creative ways of doing things.



Our community is connected across teams, cultures and geographies. Online, over the phone and face to face, we come together and collaborate to solve problems. Together, we will help forge a sustainable and environmental legacy for Bristol and beyond.

# Stepping up our social good in Bristol

We define social value as the way in which we can have local economic, social and environmental impact.

Since our launch in 2015 we have delivered over £12m of social value into the city of Bristol. At the end of our 2018/19 financial year we gave back £7m of social value and this is expected to increase to over £8m in 2019/20. In this new financial year, 2020/21 we forecast to deliver nearly £10m of social value to Bristol.

This can be by employing local people, purchasing goods and services from local companies, working with local charities and protecting our local environment by working with tree planting schemes and offering only green energy to our customers. We could do things differently, like sell dirty, fossil fuels but we don't.

We will continue to drive decarbonisation for Bristol and beyond, saving 1.9 million tonnes of CO<sub>2</sub>e by 2025 through our green tariffs. We will also generate £3m to invest in local carbon reduction.

By FY 24/25, we will have delivered £78m of this kind of social value back to our home city of Bristol, since our launch.



Our work will have a real impact on society and our local communities in Bristol.

Our new 100% green tariffs will generate an additional £300k in FY20/21 and £3m in total by FY24/25 which will be spent on carbon reduction initiatives in Bristol helping the city get to their target of being carbon neutral by 2030.

We will continue to work with local Bristol and South West renewable generators to provide an income for local generators and to ensure we are able to provide locally sourced, renewable power for the city.



# Helping businesses create a cleaner, greener, healthier Bristol

In 2020 we will remain focussed on growing our Bristol business customer base, by building strong, partnership led relationships with our customers. We hope this will help us more than double our B2B revenue to £42m by 2025.

We want to work with business customers who truly share our vision and values, so will move away from third party, energy agreements and engage directly with the Bristol and South West business community to help them bring down their own carbon footprint and bring more businesses on board with making Bristol a cleaner, greener, healthier place to live.

We welcomed some iconic Bristol businesses to our community in 2019 including Avon Fire & Rescue, We The Curious and Bristol Zoo Gardens. Our business partnerships are helping these businesses on their journey to sustainability and are powering some of Bristol's most loved attractions and visitor destinations with natural, renewable energy..

We continue to supply Bristol City Council with 100% green electricity and low carbon gas, helping the city get to its target of being carbon neutral by 2030.



Annabel Harford  
Environmental Officer  
Avon Fire and Rescue

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Changing our energy supply to a renewable one is a simple way to help us become more sustainable.

Bristol Energy's renewable tariff was better value than other suppliers' when we went through the procurement process, so it was an easy choice to make. We see the value in using local suppliers like Bristol Energy that support the city and go over and above simply supplying power.

So far they've been great, with a quick response time compared to other energy suppliers, and the billing process has been simple.

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## Serving the people of Bristol

Having reached our 100,000 customer milestone in summer 2019, we will continue to focus our efforts on recruiting more Bristol based customers and will more than double our residential customer numbers to over 200,000 customers by 2025. We want Bristol residents to know this is their energy company and the work we do directly supports the local community.

Bristolians currently account for 11.5% of our customer base and we have an ambition to grow this in FY 2020/21. We will encourage more Bristolians to make the change and switch to support their city, and to do so, we will offer a unique Bristol tariff which saves local people money, supports local renewable energy generators and gives customers piece of mind that they are helping make Bristol a cleaner, greener, better place to live for everyone.

As we move into 2020/21, our residential sales strategy will be to focus on providing an excellent customer experience, ensuring we are able to deliver the best possible price and service at all times.

For our vulnerable customers in Bristol, we will continue to offer a range of tariffs and payment options. We remain one of the only energy companies with a face to face customer hub, based at our 100 Temple Street offices. In 2020, we will further focus efforts on supporting the most vulnerable citizens in our city, offering the Warm Home Discount voluntarily and supporting our customers who are struggling to pay their energy bills.

**“**I really like the concept of Bristol Energy: its a profit for purpose company created by Bristol City Council. Been with them for a year and so far no problems. They sorted out my transition from another supplier, are easy to contact and the prices are competitive. They also have good value 100% renewable energy deals which is important for me. Very happy so far.  
**”**



# Doing good with our Fuel Good Fund

In 2020, we will be redefining our Fuel Good Fund, growing it to include customer contributions and donations from new customer switches, in addition to our additionality and ECO obligation monies.

We want to have a meaningful impact to the most vulnerable citizens living in Bristol.

In 2019, we continued our work with the Centre for Sustainable Energy's WHAM project to support the most vulnerable in society living in fuel poverty and who have to make the decision to eat, or heat their homes. The WHAM project is just one of the ways in which we deliver some social value back into the city of Bristol.



1 in 10 Bristol households still live in fuel poverty\* and it's part of our social mission to help these people. We believe no one's health should suffer as a result of a cold home and the choice to 'heat or eat' shouldn't be a decision anyone has to make. Rising energy prices, low incomes and poor-quality housing means millions of people across the UK face living in a cold home, leading to significant health problems as well as making people's lives stressful and miserable, and preventing children from thriving.

£25k from our Fuel Good Fund has been given to the Warmer Homes Advice and Money (WHAM) Project, set up by CSE, Talking Money and We Care and Repair. These organisations look to help those living in fuel poverty in a holistic way. Issues can range from energy bill debts to a damp home, all of which contribute to a poorer quality of life. We spoke to one of WHAM's clients who told us about their experience:



Just before Christmas 2017, I lost my job.

By April, we were really struggling to make ends meet. I was told about the WHAM project by a neighbour and got in touch, within a matter of days, one of their Energy Advisor's, Ed, carried out a home visit to review and provide advice on our household budget and energy usage.

In under a month, Ed was back in contact to say that he had completed a Bristol Charities application on our behalf. Our application was approved, and we received a £500 credit towards a new carpet. I can't thank them enough.



- Anonymous, Bristol.

\*<https://www.bristol.gov.uk/documents/20182/34772/Fuel+Poverty+JSNA+Chapter+%282018%29.pdf/46359d3e-74cd-524e-819f-d27c86a692ae>

# Innovation to build a carbon neutral city

As the energy market shifts from core supply to energy services, we will continue on our journey to create an interconnected, low-carbon, smart and resilient energy system, increasing the use of renewable energy and low-carbon technology, particularly focussing on heat networks, energy efficiency and transport.

All of which move us towards the launch of the City Leap programme in 2021, which is designed to make Bristol a cleaner, greener, healthier place to live and work.

Our Energy Services team will deliver £1.5m operating profit by 2025, led by our pioneering Heat Network programme.



Marvin Rees, Mayor of Bristol

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City Leap is a world first. We are creating a decarbonised local energy system that Bristol can be proud of. City Leap is leading the way on carbon reduction while at the same time addressing important social and economic challenges.

The inclusion of Bristol Energy is integral to delivering smart energy propositions utilising City Leap's projects by weaving a number of technologies together, helping to ensure that the company continues to deliver clean energy and social value for local people.

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Following its unveiling last year, City Leap quickly attracted interest from over 180 local, national and international organisations, including technology firms, investors and community organisations as well as innovative energy and infrastructure developers. City Leap supports the Mayor's ambitions for Bristol to be carbon neutral by 2030. Over £50 million has been invested in Bristol's low-carbon and renewable projects since 2012.

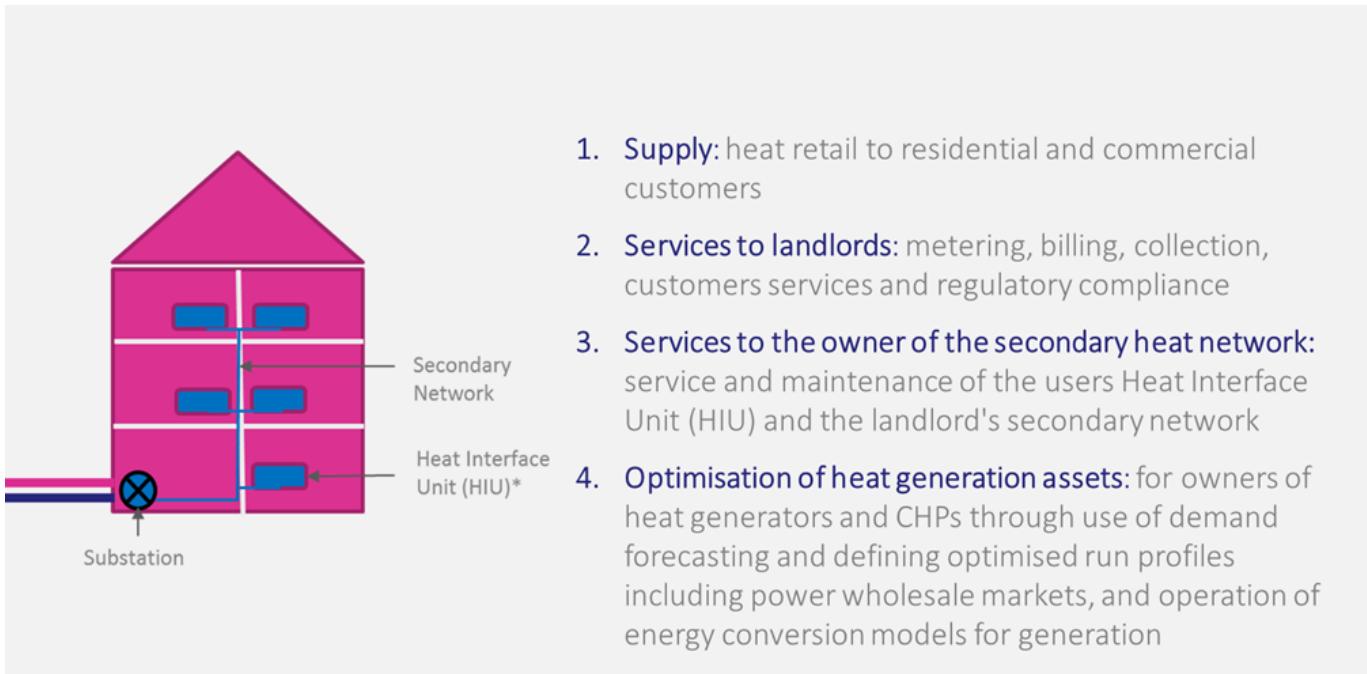
Bristol Energy will play a vital role in City Leap, being the glue that holds all of the disparate technologies together.



# Innovating to build a carbon neutral city

In 2020/21 we're excited to launch our heat retail proposition.

Heat networks are one of the key ways to decarbonise heat and we're looking to provide customers, developers and heat generators with an industry leading offer. We have a turnkey solution for developers, landlords/owners of the secondary network, tenants (commercial and domestic) and heat generators.



We are also trialling and launching a range of renewable services for social tenants and local communities;

## Save with Solar

A joint Bristol Energy and council Energy Service team are working closely with the council Housing Service to enable the rapid rollout of this scheme. We are currently conducting a small-scale trial branded, 'Save with Solar' to test various aspects of the proposition including tenant engagement and experience, metering and data collection to inform self-consumption vs. export, and battery optimisation to improve the commercial value.

## City Hall Battery

City Hall will be a trail blazer for commercial battery storage and all the benefits that come with storage and flexibility.



For more innovation news, visit our website;  
[www.bristol-energy.co.uk/innovation-launch-pad](http://www.bristol-energy.co.uk/innovation-launch-pad)