

Business Plan

Working together with Bristol City Council to prepare for the future

Year 3 (24/25 – 26/27)



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Bristol Waste Company Business Plan
2026 – 2027
Working together with Bristol City Council
to prepare for the future

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Shareholder

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YEAR 3 BUSINESS PLAN 24/25 - 26/27



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Executive summary

This one-year Business Plan (2026 – 2027) sets out our strategic direction for the year ahead, aligned with Bristol City Council’s (BCC) objectives and the city’s broader sustainability ambitions.

This plan is the final year update to the approved three-year Business Plan (2024 – 2027) and focuses on delivering sustainable, efficient, and customer-focused services as we mark our 10th anniversary and approach contract renewal for our core council contracts.

Vision, purpose and strategy

Our vision is to make tomorrow safer, cleaner, and more sustainable for everyone in Bristol. This vision is rooted in the company’s unique position as a Teckal company, enabling it to deliver exceptional environmental and facilities management services that directly benefit the city and its communities.

2026 – 2027 priorities

Looking ahead we will be seen as a responsible partner – driven by customers, guided by purpose and powered by our people. We are focused on delivering sustainable and customer-focused services, supporting the city’s sustainability ambitions, and preparing for future challenges and opportunities. We will deliver value for the city and its residents.

Strategic context and alignment

Our strategy and Business Plan is aligned with our Shareholder’s objectives, BCC’s Corporate Strategy 2025 – 2030, and the Bristol One City Plan. Our priorities are shaped by these frameworks – we are committed to supporting the city’s goals of carbon neutrality, social value, and inclusive economic growth. As a city partner, we actively participate in city-wide initiatives, such as the Bristol Repair Coalition and partnerships that promote the circular economy, green jobs and social mobility.

Performance and progress (2025 – 2026)

In 2025 - 2026, Bristol Waste Company (BWC) continues its turnaround, supported by targeted investment and measurable operational improvements. Progress was delivered despite ongoing challenges relating to workforce capacity and asset reliability. Key achievements include exceptional Christmas collections performance, the launch of the £5m Materials Recycling Facility, delivery of award-winning recycling initiatives, and enhanced staff development programmes. We continue to focus on stabilising core services and embedding performance improvements to support future growth.

Financial outlook

Our financial outlook is cautious but optimistic, with a clear commitment to supporting the Council’s objectives while maintaining operational and financial discipline.

The 2026 – 2027 budget projects breakeven, reflecting a continued focus on financial stability, maturity and investing in operational delivery. Key financial risks include inflation, asset ageing, legislative changes, and the outcome of contract negotiations with BCC. The plan focuses on deepening financial maturity through cost-to-serve modelling, cost control, resilience, and readiness for future service transformation.



1. Introduction

Welcome to the one-year Business Plan for Bristol Waste Company (BWC), covering the period April 2026 to March 2027.

This plan is an update to our approved three-year Business Plan 2024 – 2027 and covers the period to the end of the Council Waste Services Agreement (WSA). It assumes alignment of the Integrated Workplace and Facilities Management contract (IWFM) with the WSA.

Our focus for 2026 – 2027 is to deliver a year of modest profitability as part of our financial and operational turnaround and to embed the 2025 – 2026 core contract performance gains to deliver a sustainable, efficient and customer-focused service that meets the needs of Bristol’s communities today and in the future.

As we mark our 10-year anniversary, we remain committed to working in partnership with Bristol City Council (BCC) to support the city’s sustainability ambitions and deliver enhanced social value.

In December 2025 Councillors approved plans in principle to award a new contract to Bristol Waste Company. This is most welcome. Approval of a new contract gives us stability, certainty and the opportunity to further invest in the service and the company.

The go-ahead to invest in modernising the city’s waste and recycling vehicle fleet was subsequently taken by Councillors in early February, approving the first phase of buying new recycling and waste collection vehicles with a £13 million investment to buy kerbside recycling vehicles.

Service changes were also agreed, including getting the green light to simplify our kerbside recycling with the introduction of new containers – another significant citywide investment. The Council has chosen to keep black wheelie bin collections on the current two-weekly cycle and consider the option of providing additional services for the city. We look forward to working with the Council to explore these.

In 2026 – 2027 we will focus on stabilising and enhancing service performance to ensure readiness for transition to a new contract.

We are delighted that the Council has agreed in principle to a new contract in 2027, and we look forward to working with Council colleagues to continue to deliver for our city.



1. Who we are

At Bristol Waste we take care of the city, keeping it clean and safe for our residents and customers. We visit every home, clean every street, look after schools, civic buildings and commercial buildings – every day we strive to make people’s lives cleaner, safer, and better.

You will see us collecting the waste and recycling, cleaning the streets, running the recycling centres, removing graffiti, cleaning buildings, providing security services and much more. We even grit the roads in the winter and clear fly-tips.

Serving the needs of the residents and businesses of Bristol, on behalf of Bristol City Council, is at the heart of what we do. Some only see us as a waste and facilities management business, but we see things differently; our role is to improve the lives of those who live, work, or visit Bristol and to protect the environment.

Our work is shaped and inspired by four values: we work together, we do what’s right, we communicate, and we perform. These values form the basis of all the work we do for the city of Bristol and beyond.

1.1 Our vision, purpose and values

Our vision and purpose (Figure 1) recognise our unique position as a Teckal company to make a big impact in the communities we serve.

As a Teckal company BCC have the ability to award contracts to us without competitive tendering, providing that company performs the majority of its activities for the Authority (see section 8. Governance and Organisational Structure for more benefits).

BWC is made up of over 850 colleagues - we are powered by our people. How they deliver for the city is just as important as what they deliver.

Our Vision Together we make tomorrow safer, cleaner, and more sustainable.

Our Purpose Our purpose is to deliver exceptional environmental and facilities management services. Working in partnership with the Council, residents, and businesses, we make a positive impact for the people of Bristol and beyond. Through our commitment to upholding the highest standards of safety and environmental stewardship, and focusing on sustainable practices and innovation, we seek to improve health and wellbeing outcomes for our customers and colleagues.

Our Values

We work together
We are one team who encourage and support each other.

We do what's right
We take responsibility for safety, our actions and treat each other with respect.

We communicate
We listen, and open communication is important to us.

We perform
We strive to be our best and celebrate our wins.

Figure 1: Our vision, purpose and values

1. Who we are

1.2 Our next three-year focus 2026 – 2029

As we look forward to contract renewal, our Bristol Waste team is focused on ensuring we are well placed to deliver for our customers and Shareholder. To help guide us over the transition period we have developed a strategic outcome that as an executive team and company guides our delivery and decision making at all levels (see Figure 2). This will support our strategy development following key council decisions from January 2026 onwards.

Strategic outcome

A responsible partner – driven by customers, guided by purpose, powered by people.

Bristol Waste Company stands as the benchmark for reliability and service brilliance for our customers – getting the basics right, every time. We are woven into Bristol’s daily life, a trusted city partner that puts Bristol communities at the heart of what we do. We partner with purpose to extend our services to local, ethical, and sustainable businesses with a clear commitment to reducing waste and helping the environment.

Innovation powers our ambition. We harness smarter technology and new ideas to raise standards in service, safety, and efficiency. Our deep partnership with Bristol City Council is built on trust, collaboration, and rigorous value for money for our community. We’re focused, agile, and ready to respond to the needs of our city.

Above all, our people are our strength. We build a culture where every team member is valued, empowered, and key to our shared success. Together, we set the bar for service – driving a cleaner, safer and more sustainable Bristol.

Figure 2: Strategic outcome 2026 – 2029



1. Who we are

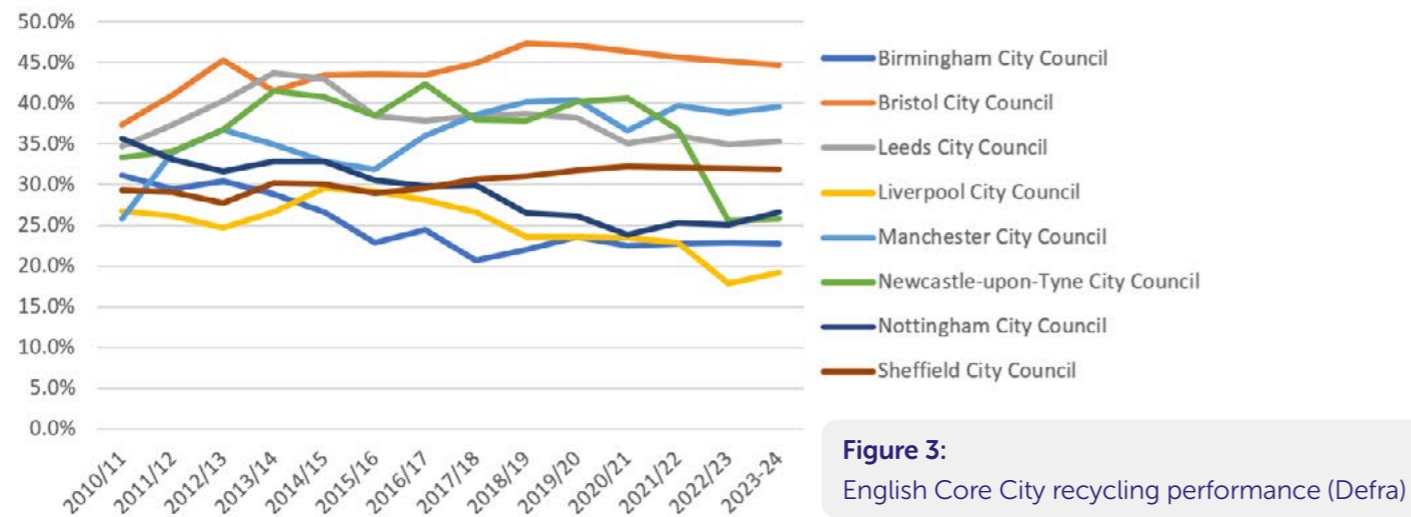
1.3 Sustainability and the circular economy

A key element of why we were set up 10 years ago was to support the city's environmental ambitions. We continue to have a clear commitment to reducing waste and helping the environment.

We are proud to still be the number one English core city for recycling (see Figure 3). We need to keep momentum; we are seeing our recycling rate decline, and our West of England neighbours' performance is improving as they introduce new collection methods and materials and move to reduce the frequency of their refuse collections.

We must also start to prepare for legislation changes. Bristol is ready for households' simpler recycling legislation but will need to implement changes to meet the deadline to introduce soft plastics recycling in March 2027. It is not anticipated that the incoming deposit return scheme will launch in this Business Plan period.

English Core City recycling performance (Defra figures)



As a Core City, with a high population density, narrow historic streets, high number of collections, a busy night-time economy and high student population, we have specific challenges that our neighbours do not experience. However, we can continue to innovate and implement waste minimisation strategies in partnership with the Council. Our nappy recycling trial in 2025 – 2026 shows the potential upside of introducing new recycling streams, a circa 2-3% percentage points increase in our recycling rate if rolled out across the city.



APSE award win for nappy recycling trial

England's first nappy recycling trial – delivered in partnership with Pura NappiCycle and Green Bottoms – has won the 'Hard to Recycle' category in the 2025 Association for Public Service Excellence (APSE) Waste, Recycling and Circular Economy Innovation Awards 2025.

The trial's impact impressed judges, with 2,500 households in Bristol registering their interest; and to date 600,000 nappies recycled (equal to roughly 116 tonnes and 34,800 KG of CO2 saved); with 84% lower carbon footprint compared with incineration and landfill.

Parents and carers were positive about the scheme, with 85% reporting that they had noticed less pressure on their general waste bin, and 98% said they would use the service again.

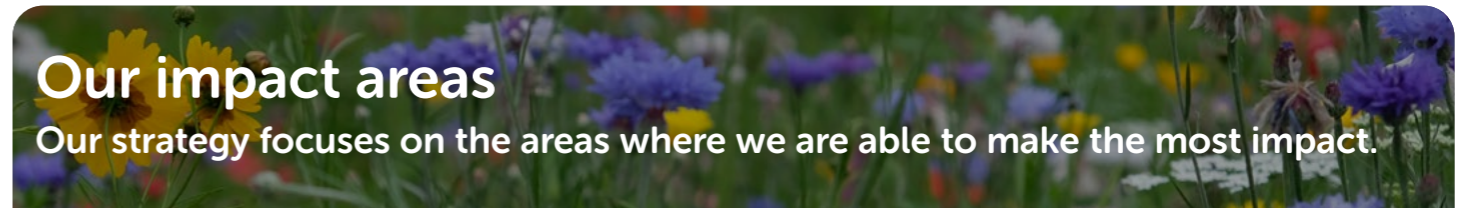
1. Who we are

BWC is committed to embedding net zero goals to align with the UK's 2050 target and the Council's carbon neutrality ambitions. We will work with city partners to embed carbon monitoring, reporting and reduction throughout our operations and future assets. In 2026 – 2027 we will complete our Scope 3 baseline and update our sustainability and carbon reduction targets.

We will work with partners across the city to embed the waste hierarchy into the city, where we will encourage behaviour change to minimise waste creation, divert materials from waste and recycling streams through repair and reuse, and improve material segregation to increase recycling rates.

We continue to drive our reuse growth strategy, with a focus in 2026 – 2027 on improving our reuse offer at St Philips, maximising our IT Reuse programme by increasing capacity and strengthening its role within our commercial and retail offerings, and partnering with the University of the West of England (UWE), the Council, SevernNet and the Repair Coalition to bring repair and reuse hubs to Bristol.

In 2025 – 2026 we committed to our **Sustainability Strategy and Framework**. It outlines in one place our commitment to minimising our own impact and supporting Bristol to be a more sustainable city. Our strategy focuses on three key impact areas (see Figure 4).



Environmental sustainability

- Reduce the impact we have on the environment.
- Help the city become more environmentally friendly.
- Prepare for and respond to the effects of climate change.

Social sustainability

- Keeping our colleagues and communities safe.
- Being a responsible employer.
- Look after and give back to the community.

Economic sustainability

- Keep our finances strong and stable.
- Provide good value through the services we offer.
- Use new ideas and stay resilient in changing times.
- Build circular practices that reduce waste and make better use of resources.

Figure 4: Our Sustainability Strategy and Framework 2025 – 2030 impact areas

1. Who we are

1.4 Our social value commitments

As a responsible business and a BCC owned company, social value is at the heart of what we do. In 2025 we delivered £22m¹ of social value across our two core contracts (municipal and FM). **See our 2025 Impact Report** for more detail. Our goal is to “nurture our people and uplift our communities” as set out in our Sustainability Strategy and Framework.

Our more detailed social value strategy is in draft and is anticipated to be approved by the Board in the Business Planning period 2025 – 2026, centred on our vision to “play a leading role in supporting Bristol to become a fair, healthy and sustainable city, a city of hope where everyone can share in its success”.

Our strategy will focus on:

- **Social mobility** – building on our foundations as a provider of good quality and accessible green jobs.
- **Responsible business practices** – prioritising local spend and working with our supply chain to maximise social value benefits.
- **Community need** – delivering social value activities that serve the needs of our community.
- **Improving wellbeing** – enhancing the physical environment and providing opportunities for Bristol residents and colleagues to engage in mental health focused initiatives.
- **Minimising environmental impact** – encouraging waste-free practices and promoting the circular economy alongside managing environmental impacts.

BWC currently reports on its social value contribution via the Social Value Portal, using 2024 Themes, Outcomes and Measures (TOMs) framework (aligned to the Council’s 2022 framework). This is a standardised framework aligned with the UN Sustainable Development Goals (SDGs). The TOMs framework enables BWC to quantify the social, economic and environmental value of its activities. It also gives us the opportunity to compare ourselves against others in the sector as well as ensure we are aligned to the Council’s social value priorities.

We benchmarked in 2025 – 2026 and will establish targets for each of our metrics for 2026 – 2027. Our current approach is to match or exceed the previous year’s social value contribution.

The Social Value Portal validates our data quarterly. We also publish a wider impact report annually that incorporates further social value information.



¹Awaiting full Social Value Portal (SVP) validation at time of publication (February 2026).

1. Who we are

The top ten of 2025

Improved the environment by making



refuse and recycling collections

Delivered **£22m¹** in social value
*Subject to validation



28,000 miles of streets cleansed



Keyholders for **518** buildings and protection of 18 civic buildings

Award winners
Best Household Waste and Recycling Centre of the year for Hartcliffe Way
Innovation Award for our nappy recycling trial in partnership with Pura

¹Awaiting full Social Value Portal (SVP) validation at time of publication (February 2026).

2. Meeting the Council's expectations as Shareholder and client

Collaboration between the Council and BWC remains strong, working together to deliver our joint goals to provide the right level of core services that funding allows and to harness the strengths that public ownership brings, whilst recognising commercial differences.

New joint governance has been put in place in 2025 – 2026 addressing key strategic priorities and is another positive step forward in the deepening of our partnership.



2.1 Our Shareholder objectives

Our Shareholder objectives have remained the same for the 2024 – 2027 Business Plan period. They continue to drive our direction of travel and were the basis for our strategic outcome for 2026 – 2029:

1. Achieve financial stability and **meet the BCC core service requirements**, supported by appropriate levels of control and governance.
2. Build a **successful and effective business** and be recognised as such.
3. Deliver **real economic, environmental and social benefits to Bristol** – one company, focused on improving the people of Bristol's quality of life.
4. Work towards **growing recycling rates** to 65% by 2035.
5. **Maximise commercial growth** across waste and facilities management.
6. Continue being a **lead player as a city partner** within the One City Approach.
7. Become an **'exemplar' Teckal** business.

2. Meeting the Council's expectations as Shareholder and client

2.2 BCC Corporate Strategy alignment

BWC is critical in keeping Bristol clean, safe, and sustainable. Recognising our integral role in the city, BWC has actively prioritised building trust and enhancing relationships with BCC, ensuring alignment of its strategy and services with the Council's objectives as set out in BCC's Corporate Strategy 2025 – 2030 (Figure 5).

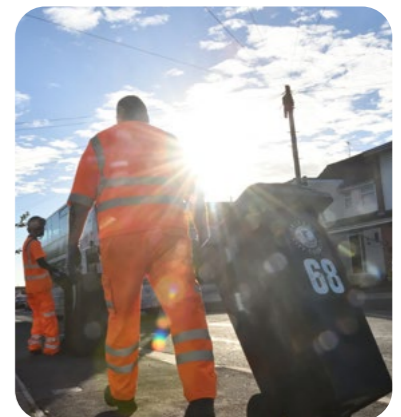


Figure 5: BCC's Corporate Strategy 2025 – 2030

We are focused on working together to deliver service brilliance and being a trusted city partner to support carbon neutrality goals and deliver enhanced social, economic and environmental value, and are working hard with residents and communities to find solutions to community priorities.

There is a clear link between BWC's strategic direction and BCC's priority of "creating safe, healthy neighbourhoods and affordable, safe and good quality homes". There is specific reference to BWC's work under this priority; "to make sure our waste and recycling services are efficient and well run and streets are kept clean and clear". We want BWC to stand as the benchmark for reliability and service brilliance – getting the basics right, every time.

2. Meeting the Council's expectations as Shareholder and client

In addition, we are a key City Partner in supporting the Council's priority "accelerating climate action and nature recovery". Our recently approved **Sustainability Strategy and Framework** shows our commitment to minimising our own impact and supporting Bristol to be a more sustainable city.

Our Sustainability Strategy focuses on environmental, social and economic sustainability with an overarching objective to partner with purpose to:



"Deliver environmental services that supports the city and the wider region to minimise harm and maximise benefits to the environment, society and the economy today, and in the future."

This has a clear link to the BCC Corporate Strategy; for example, against a backdrop of the city's objective to become a carbon neutral city, as a significant employer and provider of services we are focused on decarbonising our operations.

Over the period of this Business Plan (2024 – 2027), we have made significant progress on our people priorities and now offer good, accessible green jobs and training. Our active partnerships with Ashley Community Housing (ACH), HMP Bristol, City of Bristol College and military support groups, and the success of our apprentices, showcase the impact we can have in supporting people who traditionally face barriers into employment. With 83% of our colleagues local to Bristol², and many coming from South Bristol, we are well placed to support BCC with their objective to "improve equality of outcomes in education and employment" as a key employer in the green economy.

BWC is in a strong position to help BCC deliver its Corporate Strategy – we will deliver operational improvements, support carbon neutrality goals and deliver enhanced social, economic and environmental value for the Council as our Shareholder.



National fly-tipping campaign success

Bristol Waste and Bristol City Council joined forces with environmental charity Keep Britain Tidy for 'Fight Fly-tipping Fortnight' – a new campaign to crack down on rogue waste carriers.

Councillor Martin Fodor, BWC Managing Director and frontline engagement and clearance crews were interviewed on national, regional and local news – highlights were ITV, Channel 5, BBC Radio 5 Live, BBC Points West and Radio Bristol, plus ITV West Country.

The campaign, which included geo-targeted social media, focused on householders' duty of care to check they are using registered waste carriers.

Last year BWC cleared up 10,315 incidents, costing taxpayers just under £1 million.

2. Meeting the Council's expectations as Shareholder and client

2.3 Bristol One City Plan 2025

We were pleased to be able to contribute to the new One City Plan through the One City Environment Board and City Partners Group. As a trusted City Partner, we partner with purpose to advance the city's shared missions (see **Figure 6**), working with other City Partners on the issues where we can make a tangible impact.

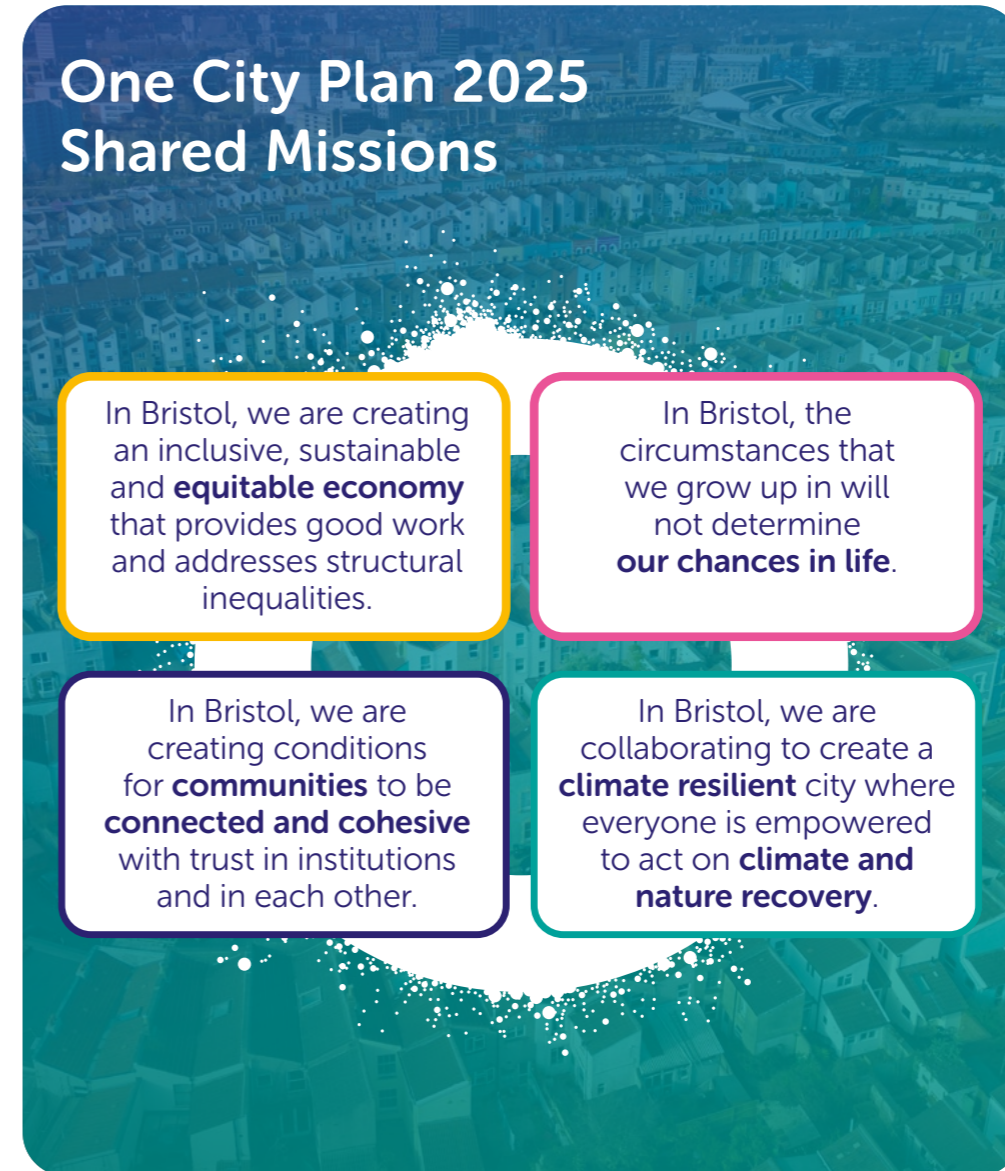


Figure 6: One City Plan 2025 Shared Missions

For example, in 2025 as part of the Bristol Repair Coalition with the University of West of England, the Council and SevernNet, we bid for EU funding for Bristol to be a 'demonstrator' city for a network of reuse and repair hubs. This bid was unsuccessful but has galvanised us and partners to explore alternative funding models to help accelerate Bristol in becoming a circular city.



Innovative path to employment partnerships

Bristol Waste works in partnership with One City Partners to support people struggling to enter the workforce and attract a diverse range of talent from across our communities.

This includes initiatives with HMP Bristol (previously known as Horfield Prison), Weston College, and Ashley Community Housing (ACH) which provides social housing and training to refugees.

These partnerships are designed to support our commitment to equality, diversity and inclusion, and benefits include the fresh perspectives and resilience these candidates can bring to our company.

² Postcodes BS1–BS19 as of October 2025.

2. Meeting the Council's expectations as Shareholder and client

In 2026 – 27 we will:

- Be active and have a high profile within One City/ City Partners activities, especially those that support the One City Climate Strategy and One City Ecological Emergency Strategy.
- Explore opportunities to support the Nature Together Partnership.
- Work with government and local charities to provide good-quality green employment opportunities to address structural inequalities.
- Support development of major city regeneration schemes, lending our expertise to ensure suitable waste management and public realm design for schemes are workable and advance the city's carbon neutral ambitions.
- Continue to share our expertise by applying to join relevant thematic boards when open to applications.
- Deepen our partnerships in the city to make Bristol a fairer, healthier, more sustainable city – where no one is left behind.



3. 2025 – 2026 Business Plan progress

BWC has made clear progress against the 2025 – 2026 Business Plan. With a refreshed Executive Team in place, the company has focused on stabilising core services, improving commercial performance, and strengthening the quality of our financial insight and forecasting. This work has led to a reprofiling of our financial recovery underpinned by a more realistic and robust profile ahead of contract renewal.

3.1 Financial turnaround

The transition to cost neutrality is now expected in 2026 – 2027, reflecting the completion of our service stabilisation work, and the shift into sustained commercial turnaround activity (see **Figure 7**). Focus remains on driving commercial growth and delivering savings, supported by targeted investment in people and fleet to deliver consistent, reliable services.

Total YoY Target Trend (£000s)

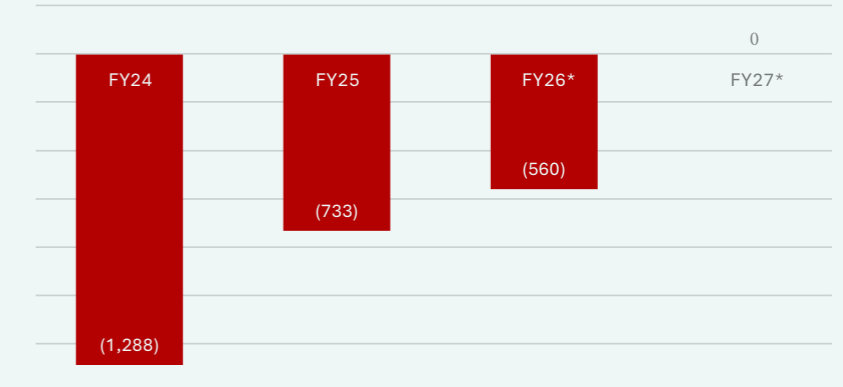


Figure 7: Total YoY Target Trend (£000s) 2023 – 2027.
*These targets include a pay mechanism as agreed with the Council.

3.2 Core contract service levels

We know that at times during 2025 – 2026 our service has fallen short of residents' and the Council's expectations in our municipal operations. We recognise the impact these service challenges have had on Bristol's residents in some wards, and we remain committed to delivering a value-for-money service that the city can be proud of. We are continuing with our operational turnaround, focused on getting the basics right, every time.



3. 2025 – 2026 Business Plan progress

Operations – Municipal and Processing

Operational performance has been unstable, driven by workforce shortages, vehicle unreliability, and cultural challenges. These issues affected service delivery, customer satisfaction, and team morale. Targeted improvements around people, assets, planning and cost controls saw improved performance from October 2025.

Council decisions made in December 2025 on service methodology will shape the future of our waste service delivery, with a citywide container refresh to make it simpler for people to recycle, and subsequently in February on £13m of investment in our recycling vehicles in 2026 – 2027. A Council recycling strategy will be developed and will support our longer-term strategy development.

Operations – Streets

Operational performance has shown consistent delivery against KPIs in graffiti removal, offensive graffiti and fly-tip removal. There are, however, operational pressures that continue following our need in 2022 to reduce funding to the service, primarily non-SLA work and the ability to solve community issues with partner agencies.

Despite operational pressures, the team has demonstrated resilience, efficiency and strong stakeholder engagement, which we will continue to build on.

Resourcing and our operational model will be reviewed to support optimisation of the service, with reporting aligned with the Council.

Operations – Facilities Management (FM)

Our Facilities Management (FM) continue to demonstrate strong service performance and client satisfaction across both core and commercial portfolios. Robust leadership, structured communication frameworks, and improved workforce stability have contributed to high delivery standards, though financial pressures remain due to legacy pricing and market-wide cost escalation in cleaning services. Non-financial KPIs across FM remain consistently above target.

Financial results are mixed, with key challenges being the reduction (in 2025 – 2026) and removal (in 2026 – 2027) of Real Living Wage support from the Council on the core FM contract and commercial margin performance in our cleaning contracts. This is offset by good financial performance in security contracts.

Our focus is now on stabilising commercial cleaning performance through improved contract costing, withdrawal from non-viable projects and expanding the base of our Teckal work with the Council.



Service resilience

Teams from across Bristol Waste came together to support essential maintenance and upgrades to the baler and sorting plant at the Albert Road depot. The project was critical in ensuring the machinery's long-term reliability and operational safety, and upgrades have improved the efficient performance of the sorting process.

This investment, alongside the new £5million Materials Recycling Facility at Avonmouth, has increased service resilience and reduces risks associated with unplanned downtime or equipment failure.

To help extend the life of our recycling collection vehicles (RCVs) and reduce the time they spend off the road, the team also embarked on a fleet refurbishment project. This is in addition to the electric RCV and street sweepers currently being trialled, which will help inform procurement recommendations for our future fleet.

3. 2025 – 2026 Business Plan progress

HIGHLIGHTS

The last 12 months

3.3 Key achievements

Although 2025 – 2026 has been a challenging year, there is lots that is working. Highlights include:

- Officially launching our **Materials Recycling Facility (MRF)** at Avonmouth.
- **Winning the 2025 Local Authority Recycling Advisory Committee (LARAC) 'HWRC of the Year'** for our Hartcliffe Way household recycling and reuse centre.
- **Winning Association for Public Service Excellence (APSE) 'hard to recycle' award** for our nappy recycling trial delivered in partnership with Pura, NappiCycle and Green Bottoms Ltd.
- **Diverting 400,000 items to date from waste** via Reuse Shops, extending our award-winning nappy recycling trial (over 530,000 nappies recycled by end 2025) and introducing coffee pod recycling at HRRCs (4.617 tonnes collected³).
- **Launching the Elevate leadership programme** and supporting 44 internal moves, demonstrating commitment to colleague development and progression.
- **Securing new commercial contracts** (e.g. We The Curious, St Peter's Hospice, Vattenfall Heat UK) and improving profitability in key accounts.
- **Enhancing operational resilience** through vehicle life extension, baler maintenance, management changes, and improved absence management.
- **Improving operational communications** to see increased collaboration across departments.
- **Improving workshop maintenance** standards and training.
- Reviewing and consulting on the **security realignment successfully**.
- **Achieving efficiencies** through the relocation of the cleaning management team and beginning trials of electric sweepers.

³ Podback collection was launched at our three HRRCs in May 2025.



Award success for Hartcliffe Way HRRC

Hartcliffe Way has been named the UK's 'Household Waste and Recycling Centre of the Year 2025' in the prestigious LARAC Awards.

Judges recognised high rates of waste diversion and recycling, and excellence in sustainability, safety, and community involvement.

The recycling centre's design – ease of use, pedestrian and cyclist access, and safety as well as the Reuse Shop – plus nappy and coffee pod recycling initiatives were also key.

The site welcomes over 10,000 visitors per month and receives a 4.6* average Google review – a testament to the service our colleagues provide.

4. 2026 – 2027 Priority areas of focus

2026 – 2027 is a transitional year, the below priority areas of focus will help set strong foundations to deliver against our strategic intent statement.

4.1 Health and safety

The safety of our colleagues, customers and communities remains our highest priority. We are committed to fostering a proactive health and safety culture that is integrated into all aspects of our planning and operations. By maintaining ongoing engagement, implementing structured training programmes, and promoting transparent communication, we aim to safeguard our workforce, the environment, and the wider community.

Our focus for 2026 – 2027 will centre on further strengthening our safety culture and ensuring competence and compliance throughout the company. This includes enhancing awareness of risk management and reduction of risk across all services and teams.

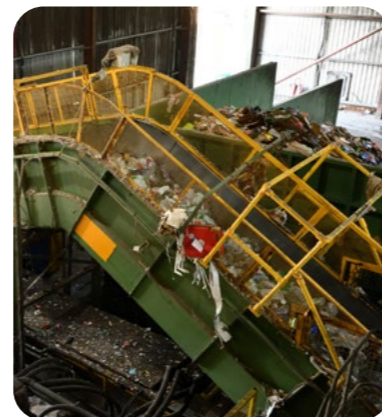
Additionally, we will continue to build upon our achievements in continuous improvement, evaluating and introducing advanced technologies and innovative solutions to improve safety – particularly within our fleet, operational sites, and resources for remote workers.

4.2 Municipal and processing

Building on the work we expect to complete in the second half of 2025 – 2026 around setting the right levels of resourcing to minimise our reliance on agency staff, we will also create capability around continuous improvement to ensure that our processes are working most efficiently. This will also include assessment of our technology, both applications and the use of automations, to make sure that we can focus our resource on the key service without distraction.

We will look at how we are organised on the frontline to improve efficiency and ensure we have the best decision-making channels. We will also continue our investment in fleet and workshop to ensure that one of our most important groups of assets (our vehicles) become more reliable, and less costly to maintain.

Building a more robust and diversified processing network is essential to mitigate risk and maintain service continuity. The opening of the Avonmouth Materials Recycling Facility (MRF) has significantly strengthened resilience, providing 75 tonnes of extra processing capability daily. In 2026 – 2027 we will assess further the MRF's strategic role to ensure readiness for contract transitions and alignment with the wider infrastructure and fleet investment.



4. 2026 – 2027 Priority areas of focus

4.3 Street cleansing

Building on the resilience and efficiency demonstrated by our team, we will review our resourcing and operational model to ensure the service is structured for maximum effectiveness. This includes aligning reporting with the Council's requirements and strengthening collaboration with partner agencies to address complex community issues.

By investing in workforce development, refining service delivery, and leveraging stakeholder engagement, we aim to maintain strong performance against key indicators such as graffiti and fly-tip removal, while adapting to funding pressures and evolving city needs.

4.4 Facilities Management (FM)

In 2025 – 2026 we reviewed the management and structure of our Facilities Management (FM) to best support colleagues and future-proof the service for expansion. We will now look for opportunities to expand our Teckal contracts with the Council in areas such as schools, cleaning and social care. We will strengthen our commercial offering by refining our pricing and investing in service innovation.

The Council has also transitioned to a new way of working in this area with the introduction of a Corporate Landlord Model – together we will review our structured communication frameworks to respond to this new, centralised approach with the view that a consolidated approach will support coordination and reduce duplication. We will also work with the Corporate Landlord to ensure security systems are fit for purpose to alleviate challenges experienced in 2025 – 2026.

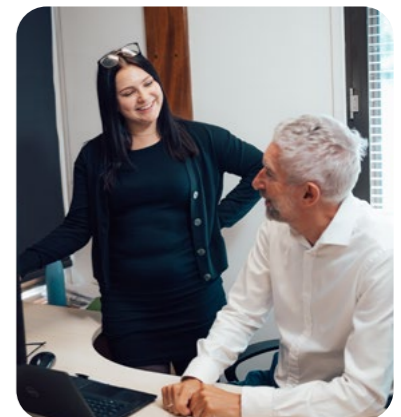
4.5 Commercial growth and performance

Focused on being successful in the commercial space, we will ensure that our commercial strategy is complementary to our core service by increasing our Teckal contracts across Council services in areas where we can provide added value, such as schools, cleaning, highways and housing department support.

Alongside this we will expand our commercial reach by actively pursuing new commercial opportunities in Bristol and beyond, utilising our capacity to our best advantage and where our expertise in sustainability can deliver tangible value.

We have reviewed resourcing in this area to strengthen our commercial capability and drive profitable growth. With a focus on a comprehensive review at the end of 2025 we will develop a roadmap for success via a three-year commercial strategy and implementation plan early in the new year.

We expect to continue to improve our understanding of commercial profitability at a more granular level to support our tender process, ensuring maximisation of our margins and put us in a good position to grow profitably with a balanced portfolio of clients.



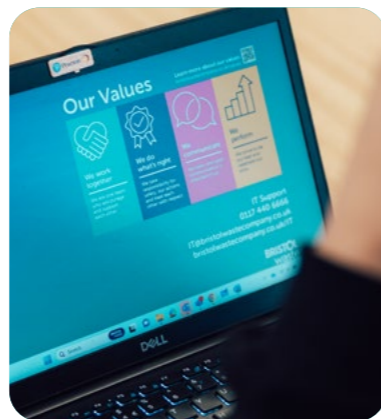
4. 2026 – 2027 Priority areas of focus

4.6 Brand

Our name only covers one area of our work. Through our name and brand, we need to promote our recycling services and sustainability ethos, as well as our facilities management including cleaning and security services.

The name matters in relation to our other corporate objectives including commercial needs, becoming an employer of choice and attracting talent from a younger generation, who are more strongly motivated by the environment (rather than by waste).

We are currently reviewing the brand and options, ensuring these are aligned with the outcomes of the Commercial Strategy.



4.7 Depot footprint strategy

We will develop a comprehensive depot footprint strategy with the Council. Our current working assumption is that as part of the regeneration of the Temple Quarter we will be required to move from Albert Road. It is assumed that our depot footprint will consist of a north and south depot. The footprint strategy will ensure a north/ south model is optimally positioned to support efficient, resilient, and cost-effective service delivery as well as support future growth requirements and our environmental ambitions, such as the electrification of our fleet.



4.8 Waste disposal and recyclate revenue

We will ensure that we have robust processes and controls in place to govern the flow of our waste. This will allow us to ensure that we do not overpay for our waste disposal, and that we understand our volumes and their seasonality better for forecasting purposes. The maximisation of our recyclate recovery will also be important, to ensure we extract more from our residual waste to reduce our costs and maximise revenue.



In addition, we will look to improve the accuracy, completeness and timeliness of the tonnage data relating to the waste flow to support the council in their reporting requirements, both internally and to Defra.

4.9 Contract transparency

We will focus on understanding the breadth of our services, and the cost to serve for each linked to service levels. This will help us to work in partnership with BCC to design the next contract, ensuring it is commercial, relevant, and minimises conflict throughout the contract period. We are currently reliant on some external resource to help us develop our operational strategy in partnership with BCC. This is resource that we feel is fundamental to our business, and therefore we will look to create the capability internally, such that we can continue to grow our relationship with BCC and help shape the direction of travel and future service design.



4. 2026 – 2027 Priority areas of focus

4.10 Cost control

We will focus on managing our largest cost drivers – labour, fleet and waste disposal – while actively reducing non-essential spend to protect core service delivery. Alongside these measures, we are developing a comprehensive cost-to-serve model, enabling greater transparency and informed decision-making.

4.11 People

As a service business our people are our strength. Our People Strategy (see Figure 8) is driven by our values. These values guide our efforts in enhancing our company culture, developing leadership, and strengthening our position as an employer of choice for green jobs in the city. By our continued focus on these strategy areas, we aim to build a culture where every colleague is valued and empowered, and key to our shared success. We aim to create a thriving, inclusive workplace that supports both our colleagues and our operational needs.

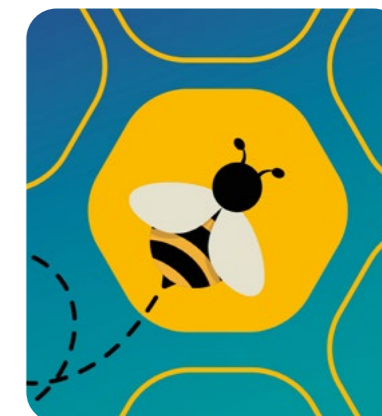
4.12 Cultural development

In October 2025, we launched our first company-wide engagement survey, creating a baseline for cultural health and an annual cycle of measurement, action, and improvement. The survey is built on the Reward Gateway Engagement Bridge, a proven framework of ten indicators that shape the colleague experience: Recognition, Job Design, Learning, Leadership, Management, Purpose and Values, Communication, Pay and Benefits, Workspace, and Wellbeing.

Insights from the survey inform our Cultural Development Plan, which consolidates feedback, values-based behaviours, and strategic people aims into a roadmap to improve retention, reduce sickness, and build trust. Key themes include leadership visibility, management capability, psychological safety, workplace resources, fairness, development access, and recognition.

Our cultural vision is clear: a workplace where every colleague feels respected, supported, informed, and equipped to perform at their best, because we work together, communicate openly, do what's right, and perform with pride for the city we serve.

To achieve this, we will deliver targeted actions across all ten engagement indicators, starting with leadership workshops in early 2026 to develop departmental plans and ensure accountability for improvement.



4. 2026 – 2027 Priority areas of focus

4.13 Leadership and support

Underlying all the initiatives identified above is the need to ensure our leadership team have clearly defined roles and responsibilities, without any key gaps. Building on the success of our Elevate leadership programme, we will also continue to embed empowered leadership across all our services and sites, as well as sustained constructive trade union engagement. This will ensure a culture of accountability, safety, and continuous improvement.

We will also ensure our support functions directly enable service delivery and strategic priorities.



Figure 8: Our People Strategy



5. 2026 – 2027 Essential activity

In 2026 – 2027 we will focus on the delivery of essential activity that prepares the service for the next contract period, upcoming legislation changes and supports sustainability objectives.

See overleaf for a high-level timeline. Delivery dates are subject to change as dependant on Council funding decisions. We will work in partnership with BCC to finalise the year's programmes.

6. Measuring success (KPIs)

Our corporate KPIs will broadly remain the same for 2026 – 2027.

The financial KPIs will be updated to correspond to the approved Business Plan. BWC remains committed to its sustainability objectives, particularly increasing the city's recycling rate. Bristol has held the crown for top core English city for recycling for eight years, but as other local council's move to less frequent general waste collections and see sharp rises in recycling, we're all going to have to work hard to maintain our crown. We will work with the Council to consider service changes and initiatives that move the dial on the recycling rate and review our recycling rate KPI accordingly.

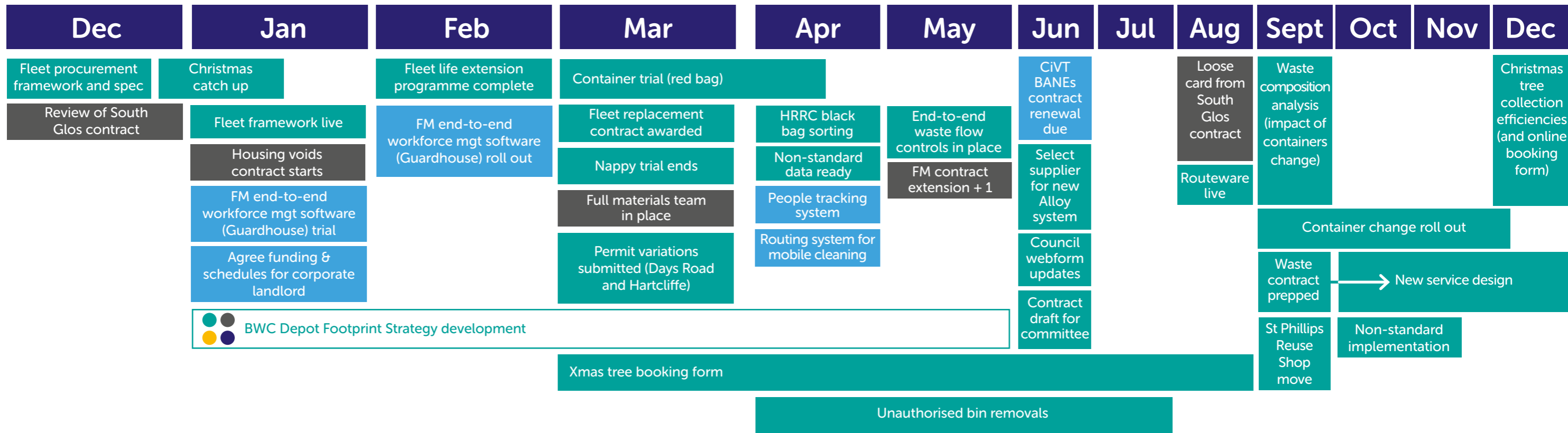
Transitional KPIs can be agreed following the outcomes of the Environment and Sustainability Committee in December 2025 and contract renewal discussions as required by the Strategic Client and Shareholder.



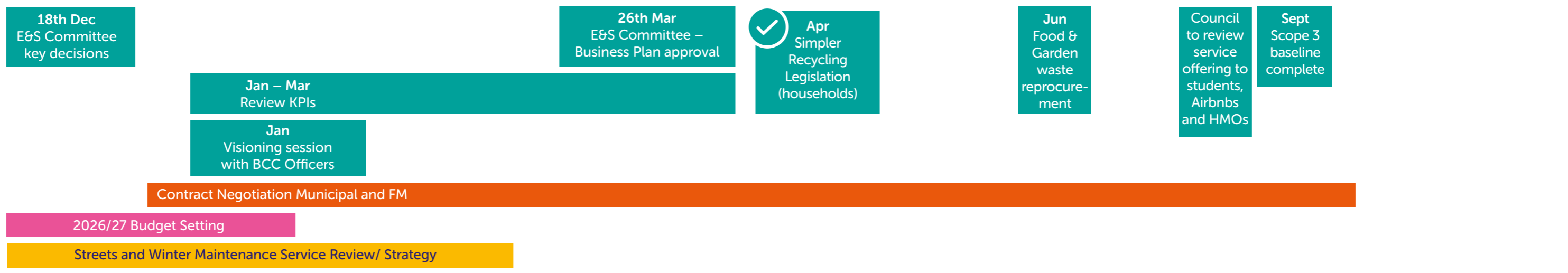
Business Plan 2025/26

Business Plan 2026/27

Essential Activity



Strategy Development



Decision Pathway Points



HRA recycling improvements and private block recycling improvements - timing TBC

Business Plan 2026/27

Business Plan 2027/28

Essential Activity

Strategy Development

Decision Pathway Points

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
	Alloy replacement live	Soft plastics exemption in place New recycling fleet roll out starts Updated sustainability targets/ carbon reduction targets	New Contract (municipal and FM)	24/7 offensive graffiti service live Increase fly-tipping resource (if funded bring forward)		CiVT lease ends	Fleet - 2nd tranch of recycling trucks Soft plastics service live	Waste composition analysis (impact of waste min & AHP)			
New service design →											
		<p>! 31st Mar Legal deadline for soft plastics collection</p> <p>BCC waste & resource strategy</p>		<p>Simpler recycling (micro businesses)</p> <p>Full compliance of Martyn's Law required</p>					Deposit return scheme - TBC		

7. 2026 – 2027 Business Plan financial summary

BWC focus for 2026 – 2027 is to enable the Council to get the best service possible, at the most appropriate price. This Business Plan represents a continued 'business as usual' approach and does not incorporate impacts on the P&L of the Council's emerging long-term recycling strategy. Changes to the Council's strategy will impact our capital investment requirements to support service transformation (such as recycling containers refresh, fleet replacement and depot replacement). We will work with our Strategic Client and Shareholder to respond to these as required.

We are committed to ensuring all interventions over the Business Plan period are done on a cost neutral basis, so any upside we generate should mitigate the costs we incur. Importantly, it is unlikely in this phase that upsides will be possible without impact to our core service delivery.

Our budget shows us being breakeven, a slight reduction compared to our previous Business Plan. **Figure 9** shows the high-level financial summary of the financials based on current assumptions.

Profit and Loss Summary	2024/25	2025/26	2026/27
	Actual	Forecast	Budget
	£'000	£'000	£'000
Revenue	65,877	68,847	70,851
Direct Costs	(64,423)	(66,586)	(67,953)
Gross Profit	1,454	2,260	2,898
Operating Costs	(1,768)	(2,821)	(2,898)
Operating Profit/(Loss)	(314)	(560)	0

Figure 9: Budget three-year P&L with 2024 – 25 Actual and 2025 – 2026 Forecast

See Exempt Appendix for commercially-sensitive financial detail.



8. Governance and organisational structure

BWC is a Teckal company owned by Bristol City Council. This structure offers BCC, our Shareholder and Strategic Client, several advantages:

- **Cost efficiency:** As a Teckal Company, Bristol Waste can provide services directly to the Council without the need for competitive tendering, which can save time and reduce procurement costs.
- **Service control:** The Council retains significant control over BWC, ensuring that the services align closely with local priorities and standards.
- **Revenue generation:** While primarily serving the Council, BWC can engage in limited commercial activities (up to 20% of turnover), generating additional revenue that can be reinvested into local services.
- **Flexibility and responsiveness:** BWC can be more agile in responding to the needs of the community and adapting to changes in policy or demand.
- **Community engagement:** BWC actively engages with the community to promote recycling and waste reduction, supporting the Council's environmental and sustainability goals.

We are committed to maintaining a robust and transparent governance structure that ensures accountability, efficiency, and alignment with our Shareholder strategic objectives. Our governance framework is designed to support effective decision-making, foster stakeholder trust, and drive sustainable growth (see **Figure 10**).

In 2026 – 2027 we will further develop commercial reporting to Strategic Client and Shareholder, further increasing transparency and supporting strategic decision-making.

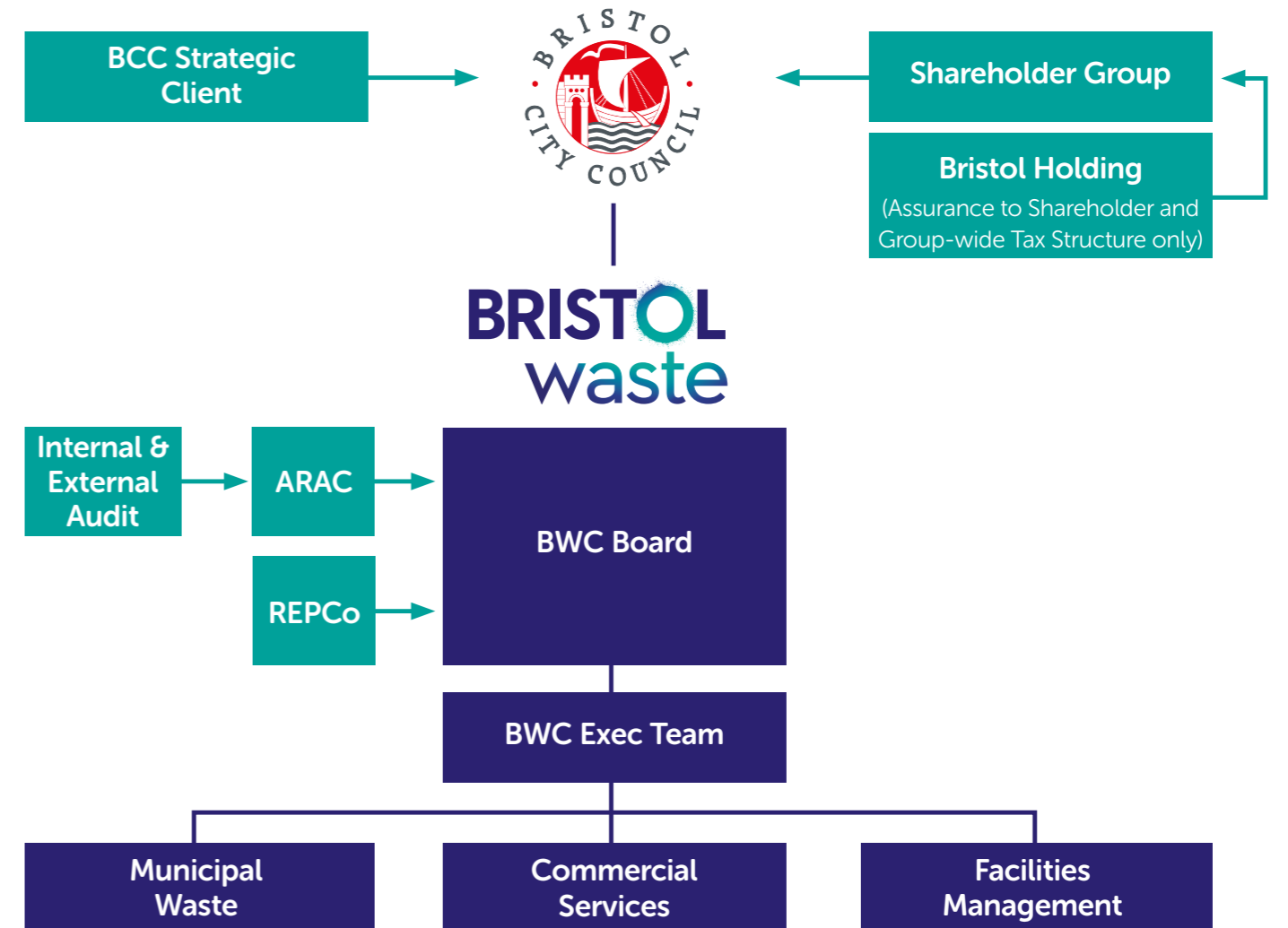


Figure 10: Bristol Waste Company's corporate governance structure

8. Governance and organisational structure

- **Bristol Holding Company (BHL)** – the Council’s directly-owned businesses feed into this umbrella company. It provides assurance to BCC’s Shareholder Group on company health and progress against Business Plans. It also manages the group-wide tax structure and other financial arrangements (such as auditor appointments).
- **Strategic Client (SC)** – the Council’s Executive Director of the Growth and Regeneration Directorate, who is responsible for holding a strategic perspective on the business for the Council. This includes clarifying strategic objectives and performance requirements with the company. We work together to tackle issues and to ensure we keep strategically aligned to what our Shareholder wants. The Strategic Client is a key advisor to the Council as Shareholder, including at the Companies Assurance, Shareholder Group and at relevant Committees.
- **The Bristol Waste Company (BWC) Board** – sets the strategic direction of the business with the Executive Team and is made up of Non-Executive and Executive Directors. It provides challenge, strategy, scrutiny and assurance.
- We provide our own company assurance via the BWC Board; **the Remuneration, EDI, and People Committee (REPCo) and Audit and Risk Assurance Committee (ARAC)** – REPCo and ARAC are Board committees, they review areas in detail and make recommendations to the Board. Supporting independent and internal scrutiny mechanisms include internal audits, conducted by the Council’s team to assess the efficiency of internal controls, and external audits, essential for obtaining and maintaining accreditations and regulatory compliance.
- **The Executive Team** – in partnership with the Board, the team sets the company’s vision and strategy and leads BWC. Monthly performance reporting tracks progress against key performance indicators (KPIs), performance indicators (PIs) and tracking measures.

8.1 Risk management

The Company’s risk management framework addresses both strategic (top-down) and tactical (bottom-up) risks, to ensure comprehensive oversight and effective escalation. Each year, the Board reviews the Company’s risk appetite, this supports the company to assess whether risk scores are appropriate. Strategic risks are regularly evaluated by the Executive, Board, and ARAC, while directorates manage tactical risks, escalating material issues as needed. These processes inform the corporate risk register, which is reported monthly to the Board. Actions are tracked to close gaps between risk scores and appetite, with plans developed to reduce risks accordingly.

See Exempt Appendix for commercially-sensitive risk detail.





Together we make tomorrow safer,
cleaner, and more sustainable