

For Bristol City
Council

BRISTOL
waste

Business Plan

Delivering to the plan

2025/26 - 2026/27

Year 1 Update





Executive Summary

Building Trust and Strengthening Relationships

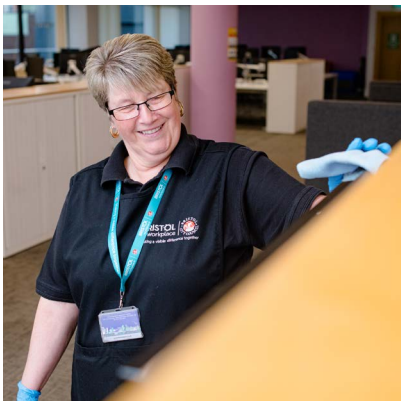
This two-year business plan (2025/26–2026/27) outlines Bristol Waste Company’s (BWC) strategic direction, financial objectives, and priorities and commercial ambition, and is in line with the previously approved three-year plan 2024–2027. As a Teckal company owned by Bristol City Council (BCC), BWC is critical to keeping Bristol clean, safe, and sustainable. Recognising our integral role in the city, BWC has actively prioritised building trust and enhancing relationships with BCC and has aligned its services with the Council’s objectives, focusing on collaboration, transparency, and performance improvements.

Despite challenges such as a growing city, the cost-of-living crisis and inflation, BWC is stabilising its operations and is poised to drive improvements, support carbon neutrality goals, and deliver enhanced social, economic, and environmental value. These efforts have laid a solid foundation for the company’s further transformation and future commercial growth. BWC provides BCC with the benefits of a Teckal company including value for money, control and sustainability – for the good of the people of Bristol.

Improving Service Performance

BWC is addressing challenges relating to the quality of our collections service and is on a continuous improvement journey to deliver service excellence, with plans in place, which include:

- **Avonmouth Investment:** This project is pivotal for improving recyclate processing capacity, supporting its municipal and commercial services and meeting Bristol’s sustainability goals. It will enable BWC to be more resilient, to deliver a better service, win more commercial contracts, and deliver long-term value.
- **Operational Efficiencies:** Improving waste collection reliability, reduce missed collections, and optimise recycling services reflecting BWC’s commitment to service excellence.
- **Flagship Initiatives:** High-profile projects like the Harbour Festival cleanup and ongoing partnerships with Bristol BID exemplify BWC’s ability to deliver exceptional value to the city.
- We are proud to provide the **best value-for-money waste recycling service** amongst English cities and local authorities (BCC benchmarking exercise).



As a Teckal company owned by Bristol City Council (BCC), BWC is critical to keeping Bristol clean, safe, and sustainable.

Executive Summary

Driving Sustainability Goals

Aligned with Bristol's carbon neutrality targets, BWC has:

- Maintained its status as the leading English core city for recycling (45.1% rate in 2022/23).
- Added more electric vehicles to its fleet and implemented renewable energy tariffs.
- Expanded Reuse Shops and IT Reuse initiatives, embedding circular economy principles into operations.
- Offset 93% of its measured carbon emissions while contributing to the city meeting its net-zero goals.



Looking after Our People

As a people-centric business, our aim is for our employees to go home feeling good about themselves. We are developing a culture where employees feel safe and valued at work, through:

- Prioritising a Health and Safety culture.
- Our Big Get Together brings all our employees together for an annual meeting that reinforces our company culture and values aligning all employees with our priorities.
- Promoting inclusivity across the workforce to reflect the communities we serve.
- Taking part in collaborative One City efforts to create opportunities for people furthest from the workplace.
- Celebrating employees who embody our values through the 'Stand Out Award'.

Supporting Commercial Growth

BWC's commercial division continues to drive revenue growth and broaden its portfolio:

- Secured contracts with high-profile clients such as University of West of England (UWE) and Bath and North East Somerset Council, contributing to increases in commercial revenue.
- Delivered outstanding services at key events, further strengthening its reputation within the city.
- Enhanced marketing and tender strategies to expand its reach across Southwest and Southern regions to help meet commercial ambitions, and achieve its goal of reducing the overall costs of the municipal service to BCC.



Recognising our integral role in the city, BWC has actively prioritised building trust and enhancing relationships with Bristol City Council (BCC) and has aligned its services with the Council's objectives, focusing on collaboration, transparency, and performance improvements.

Executive Summary

Responding to BCC Budget Pressures

Understanding BCC's financial constraints, BWC is committed to being a proactive partner:

- Aim to not exceed the £825k loss for the financial year 2024/25 in line with the three-year Business Plan. However, external pressures like declining recycle revenue and limited commercial growth persist.
- Advocating for increased capital investment in fleet, infrastructure, and systems to enhance performance and long-term sustainability. Investing in assets, such as Avonmouth, will allow BWC to improve its performance, and reach its commercial ambitions.
- Exploring cost-saving measures, including innovative waste management solutions, for example any potential reduced waste collection frequencies, better recycling containers, and behaviour change projects, as well as the adoption of new technologies and AI.
- Working with BCC to maximise Teckal and Non Teckal opportunities with its subsidiaries, tenants and city festival organisers.
- Investing in our people, development and culture to attract and retain talent.

Every year BWC makes 22 million refuse and recycling collections, grits 25,000 miles of roads, provides commercial services to more than 700 businesses, and every week teams clean 800 miles of streets.

Strategic Vision

BWC's direction of travel reflects its focus on improving standards, aligning with BCC's priorities and leveraging its commercial expertise. This plan underscores its ambition to become an exemplar Teckal company, delivering financial stability, sustainability, and exceptional service.

By embedding these principles into its operations, BWC aims to strengthen its value proposition to BCC and cement its position as a trusted partner in achieving the city's social, environmental, and economic goals.

See our 10-Year Vision





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1. Introduction



Richard Williams
Managing Director



We provide security support, remove graffiti and fly-tips, and even treat the roads in winter. We make the lives of people living and working in our city better.

Welcome to the two-year business plan for Bristol Waste Company (BWC), covering the years 2025 to 2027. This plan is an update on our approved 2024–2027 business plan. It’s been a busy year, and we are on track to deliver what we said we would at the start of 2024.

We are wholly owned by Bristol City Council (BCC). What we do is important, put simply, we’re here to help keep Bristol clean and safe – helping to deliver the city’s sustainability targets.

We visit every home, clean every street and look after our civic buildings. We provide security support, remove graffiti and fly-tips, and even treat the roads in winter. We make the lives of people living and working in our city better.

But we don’t do it in isolation. We work as one with BCC – working in partnership to deliver our joint goals.

Like many companies, the last couple of years have been challenging – for both BWC and BCC – as the impact of the cost-of-living crisis, inflation and other sociopolitical factors outside our control have created pressures we’ve had to deal with. This has involved having to adapt and change.

We are committed to putting things right, and together making tomorrow safer, cleaner and more sustainable.

The business plan builds on the great work already undertaken and continues the transformation journey of the business.

Having already made significant improvements, and with the foundations being laid for more, the business is now entering a phase where it can be more positive and look further ahead. BWC aims to be right at the centre of Bristol’s drive towards carbon net zero, helping deliver the sustainability targets, and to be a business that the city can be proud of. We know where we are heading and what it will take to get there.

Richard Williams

Managing Director, Bristol Waste Company

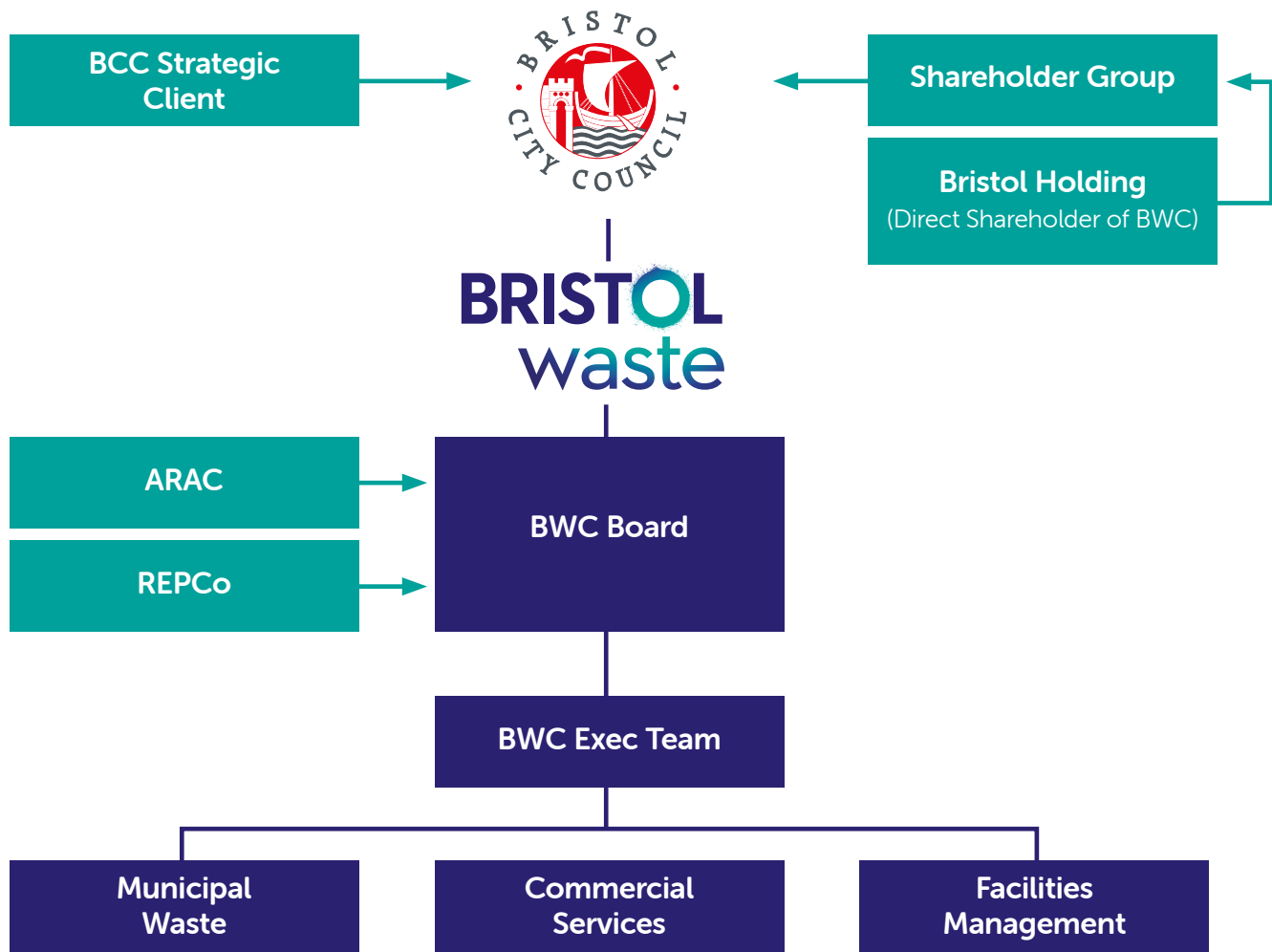


Governance and Organisational Structure

Bristol Waste Company (BWC) is a Teckal company owned by Bristol City Council. This structure offers Bristol City Council, 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 Bristol Waste, ensuring that the services align closely with local priorities and standards.
- **Revenue Generation:** While primarily serving the Council, Bristol Waste can also engage in limited commercial activities (up to 20% of turnover), generating additional revenue that can be reinvested into local services.
- **Flexibility and Responsiveness:** Bristol Waste can be more agile in responding to the needs of the community and adapting to changes in policy or demand.
- **Community Engagement:** Bristol Waste 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 strategic objectives. Our governance framework is designed to support effective decision-making, foster stakeholder trust, and drive sustainable growth.



Definitions

Bristol City Council (BCC) – is the ultimate Shareholder of BWC. Each year we submit our business plan for approval and when required take policy decisions via the Council’s decision pathway.

Shareholder Group (SG) – this is a group that advises the Council in its role as Shareholder, by reviewing performance and risk and receiving assurance of all its companies. It approves business plans before submission to the Strategy and Resources Committee for formal approval.

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.

Bristol Waste Company (BWC) – delivers Teckal and Non Teckal services and has three divisions: municipal waste, commercial services and facilities management.

The Board – sets the strategic direction of the business 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 and they review areas in detail and make recommendations to the Board.

The Executive Team – in partnership with the Board, the team sets the company’s vision and strategy and leads BWC.



BCC Corporate Strategy Shared Priorities

BWC is aligned to the BCC Corporate Strategy 2022–27 and is engaged in the refresh of the BCC Strategy, which is due to be published in 2025. Our approach will continue to support BCC ambitions to foster inclusive and sustainable growth, nature protection and recovery, decarbonisation, climate adaptation, and the just transition, delivering value-for-money services that deliver wider social value and the adoption of the circular economy, minimising waste generation, increasing reuse and recycling of materials.

Objectives	Outcomes	Activities
<ul style="list-style-type: none">• High resident satisfaction with services• Appealing and accessible streetscape• A clean city• A safe city• A low waste city <p>These objectives align with BWC’s strategic priorities:</p> <ol style="list-style-type: none">1. Ensure we are safe2. Deliver for our customers3. Looking after our people4. Grow sustainably5. Support our communities <p>BWC strategic themes (meeting our vision, purpose and values) include:</p> <ul style="list-style-type: none">• Governance and control, value-for-money and innovation and flexibility• Commercial growth• Environmental impact, sustainability goals and social value priorities	<ul style="list-style-type: none">• Improved satisfaction levels with both waste and recycling services in the BCC Quality of Life survey (especially within more deprived parts of the city)• Improve Local Environmental Quality of Bristol’s streets by reducing street litter, graffiti presence, weeds, detritus and waste-related street clutter – especially within more deprived parts of the city• Improved wider determinants of health (including public health, environment, sustainability)• Implementation of the waste hierarchy• Implementation of the circular economy• Reduction in carbon emissions• Less waste sent to landfill• Prevent or minimise waste generation• Increasing recycling rates• Compliance with new legal requirements	<ul style="list-style-type: none">• Supporting the delivery of the Cleaner Streets programme• Support Community Payback activities around the city• Delivering municipal refuse and recycling collections, street cleansing, facilities management, cleaning and reuse services• Delivering commercial services to deliver profit for the shareholder (BCC)• Delivering wider social value to benefit the people of Bristol• Delivering communications and engagement activities to encourage citywide behaviour change• Support BCC to develop and implement their Waste Strategy• Citywide collaboration with One City Partners to deliver against the One City Plan• Collaborate with enforcement teams to improve data, to improve targeting of enforcement and reduce fly-tipping• Innovate our services to encourage waste minimisation, recycling, and reuse e.g. non-standard waste collection service for tight space properties• Ensure recycling compliance with new legal requirements

HIGHLIGHTS

The last 12 months

Despite the challenges we have faced, over the past 12 months we have seen areas of strong delivery across the company as well as significant transformation within the business.

See highlights of these successes below:

- **Delivered our transformation plan**, on track to meet business plan forecast of £825k loss.
- **Invested £5.5m at Avonmouth** increasing our resilience and commercial opportunities.
- Maintained status as **number one English core city** for recycling.
- **Completed back-office restructure** to ensure that BWC is fit for purpose to meet our business needs.
- **Meeting our commitment to deliver savings** on our integrated workplace and facilities management contract.
- **Invested in health and safety via new technology** to keep our people safe.
- **Refreshed our website** making it easier to navigate for customers and residents.
- **Delivered street scene improvements** via partnership projects in the city centre and St Paul's.
- Introduced a **workforce planning tool to improve time** to hire and forecast needs.
- Held our first **'Big Get Together'** to develop a value-led culture.
- Introduced the **'Stand Out Awards'** for peers to celebrate colleagues who embody our values.
- Plant equipment and **improved traffic management** on our sites.
- Investment in our **reuse offer has led to growth**, both financial and via items diverted from waste.



Our Impact in 2024

BWC's highlights captured in numbers

Improved the environment by making

23 million
refuse and recycling collections

Over
10,000
hours of
additional street
cleansing
delivered by the
Big Tidy team

10,315
fly-tips cleared

54,225m²
graffiti removals
carried out

544
miles of streets
cleaned
every
week

64,698 tonnes
recycled or composted saving
the city **£10.3 million** in
disposal costs

1,622
tonnes of salt
used to grit
roads

225
buildings
serviced by
our facilities
management
teams

More than
85,990 items

diverted from going
to waste via our 3 Reuse Shops,
including **1,341** mobility aids
and **4.5 tonnes** (3,687 litres)
of paint

Keyholder for
492
buildings

363,385
total number of visits
to Household Reuse
and Recycling Centres

167
children
registered
on the Little
Big Tidiers
scheme

7,787
bags of litter
and 19,604 litter
picking volunteer
hours



In October 2024 BWC onboarded the Social Value Portal, which will enable the business to report more accurately on its impact for Bristol, and for the good of its people.

2. Background

A three-year business plan was approved by BWC’s Board and Bristol City Council for the period 2024/25–2026/27. This business plan is an update for the next two years (2025/26–2026/27) and covers the period to the end of the Council waste service agreement (WSA). It assumes alignment of the integrated workplace and facilities management contract (IWFM) with the WSA.

This business plan reflects that BWC is moving into the next phase of the transformation plan, one that is more positive and forward looking, and focused on supporting the overall BCC drive to achieve carbon net zero. Given the challenges the business has had to overcome, much of 2024/25 has been focused on post turnaround stabilisation, following the back-office restructure.

Finance

For the April to November 2024 period, the business achieved a small loss of £31k against a budgeted loss of £592k. For the first half of the year, the business had one-off gains in the early part of the year, including depreciation savings and strong recycle revenue and rates, but as anticipated, these dropped considerably in the second half. Commercial growth did not deliver against the levels set out in the budget which is impacting on the revenue and profitability. Please see the Financial Summary for the 2025/26–2026/27 period.

We will deliver against our agreed transformation plan to bring BWC into a profitable position by 2026/27 as set out in the 2024–2027 Business Plan. By delivering the best value-for-money waste recycling service among English cities and local authorities and progressing towards a profitable position we are working with the Council to meet budgetary challenges.

Transformation Plan

BWC has recently completed a transformation plan and is starting to benefit from the restructuring made during Q4 of the last financial year. The table below shows the positive progress BWC is making towards returning to profit. However, there are external and internal challenges facing the business, such as declining recycle revenue rates driven by the external market, and slower commercial growth which we are having to manage carefully.

FY Forecast Profit/(Loss) (£'000's)

Forecast	Budget	Prior Year
(798)	(825)	(1969)



Case Study:
Digital Inclusion Scheme
(2020–2024)

The Digital Inclusion Scheme, which was run in partnership with Bristol City Council, has helped thousands of Bristol residents by donating 3,060 devices to help people get back into work, study educational courses and keep in touch with friends and family.

The scheme developed to include smart phones – in total 184 devices have been donated to charities such as One25 and Bristol North West Foodbank as well as clients of the Council’s substance use services.



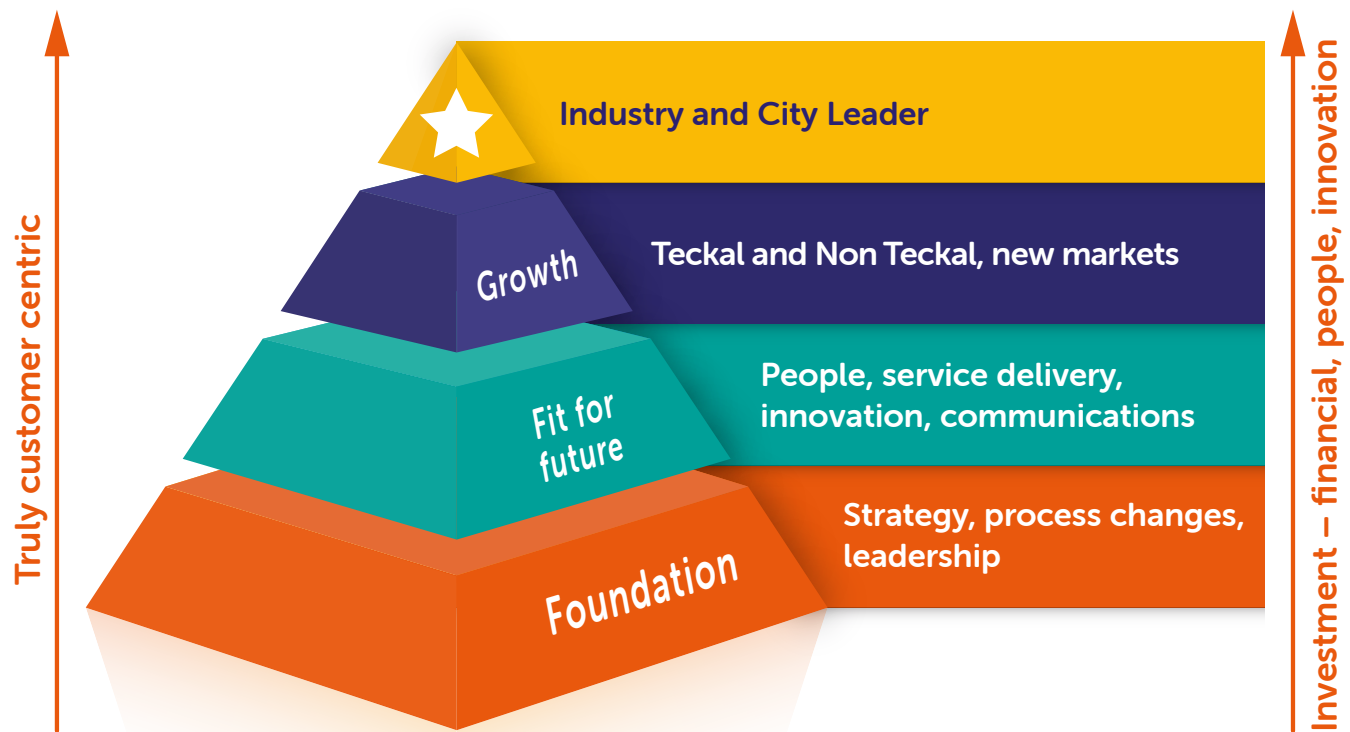
The business has delivered substantial savings over the last couple of years, and with a new procurement function, with scope for additional savings to. Our bolstered material sales team are looking closely at our recycle market analysis and are focused on opportunities to maximise sales return, responding flexibly to the volatile market.

Having already made significant improvements, and with the foundations being laid for more, the business is now entering a phase where it can be more positive and look further ahead. BWC is positioned to be right at the centre of Bristol's drive towards carbon net zero, helping to deliver the sustainability targets, and to be an exemplar Teckal business. There is some way to go, but we know where we are heading and what it will take to get there.

BWC operates within a contractual framework with BCC which sets certain parameters, including pricing. In addition, we now service 20,000 more properties than when the waste contract started.

There are areas for improvement that are within the control of BWC. These are all being progressed. Key elements include:

- Improving collections performance to deliver a consistent service and increase recycling.
- Greatly improving and modernising the culture as part of our drive to be an employer of choice.
- Improving the standards and performance of management and supervisors to perform at our best.
- Improving financial awareness and capabilities across the business to deliver a profitable business.
- Embedding our internal communications strategy to fully enable two-way colleague engagement.
- Embedding new governance and control measures to ensure strong risk management and control.
- Embedding updated key policies and procedures.
- Making savings within the procurement process.



3. Service Levels

As part of the company's turnaround plan, we agreed with the Council to make efficiencies within the company to reduce the need for inflationary increases and reduce any losses. Our plan specifically included operational efficiencies in our collections service. The changes we made impacted our recycling collections performance during 2024/25 (waste collections remained stable) and we saw unacceptable levels of dropped roads and multiple missed collections, affecting around 20% of households.

We have reinvested in the service, deploying additional resources in July 2024 and again in October 2024, allowing our performance to improve. We are now focused on resolving the longer-term challenges that need to be addressed to make the recycling and refuse collection as reliable and efficient as possible and to meet our KPI of 99.95% of residual and recycling bins collected on time (195,000 households).

We recognise the impact these service challenges have had on Bristol's residents in some wards, and a key focus for 2025/26 is on delivering a service the city can be proud of and continuing to improve efficiency. BWC is on a continuous improvement journey to deliver service excellence.

 "It has been an enormous challenge – for inconvenienced residents as well as the Bristol Waste staff who are working hard to deliver the service that residents deserve. We are facing up to the challenges and promise to do everything we can to find the best solutions for Bristol. I want a recycling service that Bristol can be proud of."

Cllr Martin Fodor, Chair of the Environment and Sustainability Committee, Opinion piece, Bristol 24/7

Independent research highlights that BWC overall still delivers high service levels to the end user.

- 1. Defra research continues to show that Bristol is the best performing English core city in terms of recycling rates.
- 2. Research by Ragdoll, a locally-based market research agency, shows 80% of respondents to their resident attitudes to waste questionnaire think our collection crews do a good job.
- 3. But the perception of the level of service received is challenging with the BCC Quality of Life Survey ([Microsoft Power BI](#)) indicates that citywide satisfaction with services is stagnant for street cleanliness and in decline for recycling and refuse services.

BCC Quality of Life Survey	2018	2019	2020	2021	2022	2023	2024
% who think street litter is a problem locally	83	81	83	82	83	84	84
% satisfied with the recycling service	66	68	74	68	72	71	62
% satisfied with the general household waste service	67	71	76	71	74	73	67

 "For many years, the city has actually had the best recycling rate of the 'core cities'. Our kerbside sorting system yields quality materials that go to market... But too many valuable materials are still ending up in waste bins when they could be collected and sold to help pay for the service. There's still a lot more to be done to reduce, repair and reuse materials with partners in the city, too. Going forward we need two things: improved reliability, and a better ability to deal with increasing volumes of plastic and cardboard, as well as high-impact wastes like food. The people of Bristol deserve and expect this of us."

Cllr Martin Fodor, Chair of the Environment and Sustainability Committee, Opinion piece, Bristol 24/7

Current and Longer-term Operational Challenges

Challenges	Mitigations
Albert Road depot/ Waste transfer station at capacity	<ul style="list-style-type: none">• Scoping new site(s)• Greater resilience with additional capacity at Avonmouth transfer station (spring 2025)
Ageing fleet	<p>Working with BCC colleagues to scope fleet replacement in line with our 10-year vision including:</p> <ul style="list-style-type: none">• Flexible stillages to manage changing recyclates• Accessing narrow roads• Maintaining vehicles to prolong life, and vehicle lease/ loans
Households presenting more that allocated or incorrect waste and recycling (e.g. food in black bins, cardboard volumes)	<ul style="list-style-type: none">• Communication to encourage correct use of service (e.g. weekly recycling/ contamination bin hangers)• Behaviour change projects• Reviewing as part of fleet/ vehicle capacity scoping activity• Reviewing recycling containers• Investing in Avonmouth including additional capacity/ transfer station• Research-driven food behaviour change campaign (date TBC)
Access issues	<ul style="list-style-type: none">• Reviewing as part of fleet/ vehicle capacity scoping activity including narrow vehicles• Optimisation of route planning• Collaboration with BCC regards access• Encouraging better parking• Ongoing route risk assessments (including narrow roads)• Consideration of IT software for drivers• Raise awareness of badly parked vehicles
Increased litter and fly-tipping	<ul style="list-style-type: none">• Work with BCC on behaviour change campaigns, Big Tidy, and enforcement comms support
Growth of city/ new house building/ high-rise developments	<ul style="list-style-type: none">• Reviewing as part of fleet/ vehicle capacity scoping activity• Working with BCC to explore any potential containers/ collection frequency change• Behaviour change initiatives e.g. Students on the Move• Use of Flats Improvement Project learnings



Case Study: Transforming gardens for tenants (Nov 2023 – ongoing)

Following the success of the Big Tidy’s project to bring the sparkle back to every ward in Bristol, the team has focused on assisting elderly and disabled Council residents with their gardens. Working closely with BCC housing officers, the Big Tidy has cleared 69 gardens since November 2023. By clearing overgrown vegetation and waste and engaging with residents, the team creates access to gardens and leaves them in a manageable condition. The impact on residents has been huge, with one Bedminster resident commenting:

“Every time I look out my window it makes me happy, there is no way I could have done this on my own.”



Case Study: HRRC booking system (June 2022)

Our Household Reuse and Recycling Centres (HRRCs) moved to an online booking system to reduce queues, streamline residents’ visits and build on other Council digitisation success. The booking system launch went smoothly – we communicated the changes in advance and through multiple channels and staff at the sites were able to support residents who needed extra direction.

We soon started to receive positive feedback for the ease of booking and lack of queues, and the helpfulness and friendliness of our staff.



Case Study: Nappy recycling trial (2024–2025)

In July 2024 Bristol Waste joined forces with Pura, Nappicycle and Green Bottoms – plus the city’s babies – to launch the largest nappy recycling trial of its kind in England.

Used nappies have been collected from homes and nurseries to be recycled into new materials for road surfacing and retail signage. In its first six months of operation, **the trial diverted 150,000 nappies** from going to waste. Other absorbent hygiene and period care products can also be recycled using the same process.



Case Study: Reuse Shops celebrate 250,000th item (Dec 2024)

In just four and a half years, Reuse Shops have sold or donated a quarter of a million items. The initiative was set up in June 2018 to divert goods from the waste stream, helping Bristol to waste nothing. The first Reuse Shop opened at Avonmouth HRRC in June 2020 and the second followed two years later at Hartcliffe Way HRRC.

Operating five days a week, they offer a wide range of pre-loved goods from furniture and homeware to DIY tools and electronics. The scheme has generated funds for Reuse.

4. Economic, Environmental and Social Value

Delivering real and positive economic, environmental and social benefits to Bristol – one company focused on improving the people of Bristol’s quality of life – is a key priority for BWC. As a BCC owned company, it is at the heart of what we do.

During 2024/25 we expect to deliver circa £21.6m of social value (using the independent National Social Value Portal value added metrics) to Bristol, with 90% of our workforce being residents of Bristol, many of our key supply chains being local, and through our environmental and social initiatives. We want to meet the highest standards of social and environmental performance, public transparency, and to help build a more inclusive and sustainable economy.

Key additional benefits include:

- Significant investment in the circular economy through our reuse offer and city partnerships.
- Being locally-based results in fewer vehicle movements into/ out of Bristol, with the resultant environmental benefits.
- Supporting people who traditionally find it hard to enter the workforce through bespoke recruitment programmes.
- Apprenticeships delivered by BWC and through our supply chains.
- Donating a percentage of profits from our Reuse Shops to charity every year.
- Local volunteering initiatives in our Reuse Shops and community clean-up projects.
- Community engagement activities to support behaviour change to improve environmental outcomes, including significant work undertaken with schools.
- Provision of affordable computers to local community organisations and vulnerable citizens through IT Reuse initiatives.
- Supporting offenders to deliver meaningful contributions to environmental clean-ups.
- Contractual environmental and social benefits required from our Avonmouth development suppliers.

In 2025 we will launch a new social value strategy that will build on our social value initiatives, focused on the themes of work, economy, community and planet.

This strategy will outline our aspiration to provide leadership, working with other organisations, as part of an ambitious citywide initiative. Working together with others across the city, our work will have more impact and deliver change at a greater pace.



**Case Study:
Flats Improvement
Project (2021–2024)**

This has been one of Bristol Waste’s most far-reaching waste reduction and increased recycling enabling projects. Our team improved recycling infrastructure and services across the city for 967 blocks of flats, a total of 29,158 flats, and 70,000 residents.

Colleagues with a range of specialisms worked together to enable residents to recycle more and waste less. They successfully unified collection volumes and frequencies to ensure residents could recycle the full range of materials in their Mini Recycling Centres (MRCs). Team members working on the project were finalists in the MRW National Recycling Awards 2024.



**Case Study: The Big Tidy
(2019 – ongoing)**

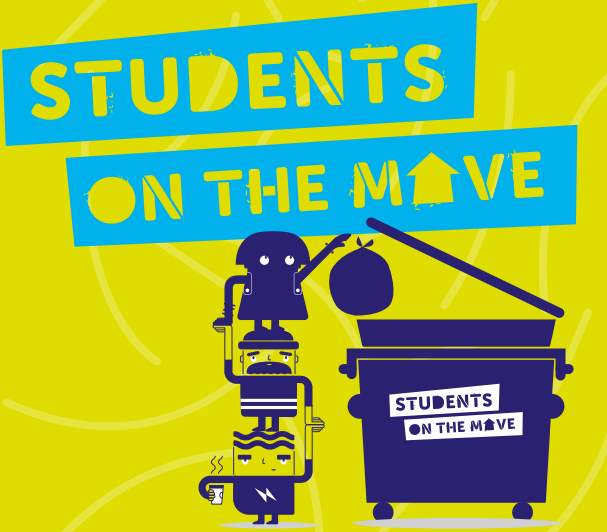
The project was launched in 2019 as part of Bristol City Council’s Clean Streets campaign to make the city cleaner and greener. It has made improvements to more than 1,800 streets in all 34 Wards across Bristol, involving businesses and volunteers including children, the ‘Little Big Tidiers’.

Since April 2023, crews have brought the sparkle back to over 450 streets, removed 175 fly-tips and sprayed away 6,000-plus graffiti tags. In 2024 the Big Tidy team led on two multi-agency events in Knowle West and St Paul’s, which involved Avon and Somerset Police, Places for People and LiveWest.

**Case Study: Students on the Move
(2022 – ongoing)**

Working in partnership with Bristol City Council, UWE Bristol and the University of Bristol, this campaign helps students manage their waste responsibly. Highlights included an easy-to-follow information leaflet, installing temporary bins and engaging with hundreds of students each year.

This campaign continues to grow, supporting local communities, and prevented fly-tipping, with zero complaints received about student waste in the move out period in 2023 and 2024. In 2024 we collected 58 tonnes over a three-week period. For 2025 we are exploring how best to promote reuse and provide reuse services.



5. Benchmarking

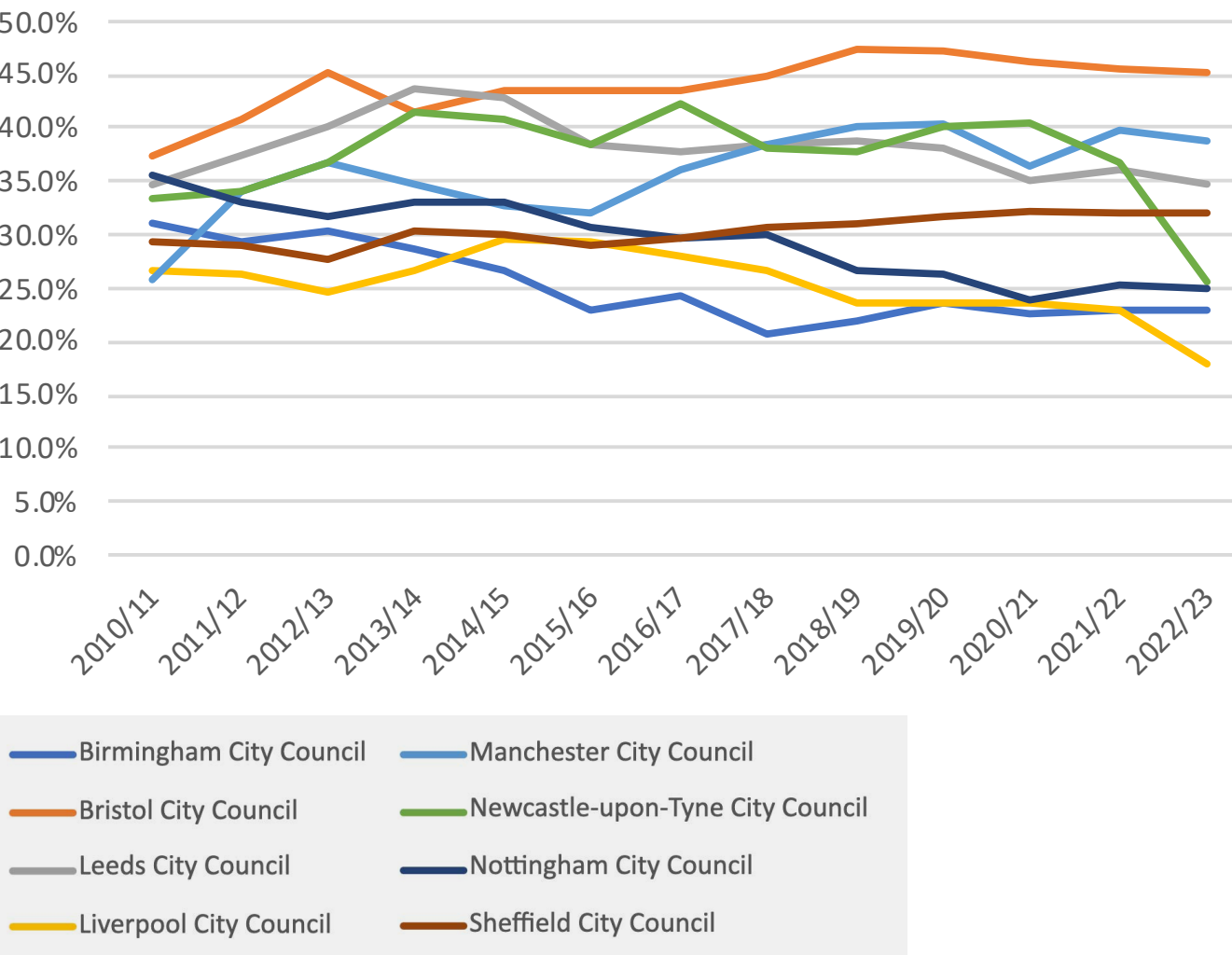
BCC undertook a benchmarking project, to assess the cost-effectiveness of the waste/ recycling service provided by BWC, against key cities in England and other local authorities.

The results were extremely positive and show that BWC is the most cost-effective. Although the costs were higher, the level of recycling – and thus recycle income – was also higher. Therefore, BWC came out as number one overall against English core city comparators¹.

English core cities	Total cost	Recycling rate
Bristol	£106.68	45.06%
Manchester	£107.64	39.70%
Nottingham	£107.64	25.30%
Sheffield	£114.24	32.10%
Liverpool	£114.73	22.90%
Newcastle	£122.13	36.70%
Leeds	£123.13	36.00%
Birmingham	£127.00	33.92%

¹ BCC Waste Client Services commissioned research by SLR, Sep 2023

English Core City Recycling Rates



Recycling Market Analysis

Helping Bristol Waste Nothing

Over the last 20 years, recycling rates have improved as services have developed and public awareness has increased. Household behaviours have changed and the separation of recyclable materials from waste has become the norm for many. Attitudes to recycling have improved as general knowledge of the environment and climate change has increased, making people shift to more environmentally-friendly behaviours.

Across the sector, this has been supported by service changes which promote recycling and make waste disposal harder (e.g. making general waste collections less frequent, reducing bin sizes, providing new recycling services and new recycling containers). The information below shows how recycling rates have changed, as well as key service changes, campaigns and external factors during this time.

BWC has delivered successful targeted behaviour change campaigns such as 'Slim My Waste – Feed My Face', 'Bin-Digestion', 'Litter Hurts' and 'In the Loop' recycling bins at the Harbourside, as well as Big Tidy and other ongoing community engagement activities, and projects such as the Flats Improvement Project, have all played a vital part.

The Leading Core English City

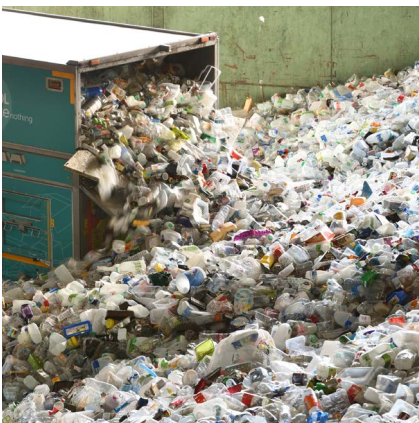
Bristol is the highest performing English core city for recycling (45.1%), with a recycling rate 6.3% above the second highest city, Manchester (39.7%). Compared with all UK core cities, Cardiff is the only city with a higher recycling rate (62%). Our strong performance reflects the benefits of our collection methods, success of our communications and engagement work, the impact of Bristol being a leader more widely in environmental and sustainability initiatives, and the unique 'Bristol spirit' which drives the city's culture.

The 2020s – Recycling Rates Plateau

More recently, recycling rates have started to plateau, and since 2018-19, when they were at their highest of 47.4%, they have fallen each year. This trend is not unique to Bristol, and has been seen across England. In 2022-23 the total recycling rate for England dropped by 0.7%, whilst Bristol saw a drop of 0.5%, slightly less than the national average.

Nationally, the plateauing and falling of rates has been attributed to policy delays following the publication of the Resource and Waste Strategy and introduction of 'Simpler Recycling', Extended Producer Responsibility for packaging and the Deposit Return Scheme for drinks containers.

In Bristol, it reflects the need to continue delivering innovative behaviour change campaigns and community engagement activities, to support people in Bristol to recycle more. It also highlights that service changes, such as reducing general waste collection frequencies, are one of the most effective ways to shift behaviours and increase recycling.



6. Our Vision and Purpose

Building on our values, we have launched a new vision and purpose. Created with input from colleagues throughout the business and our stakeholders, these reinforce the people-centric culture to deliver a safe, sustainable and high-performing service for Bristol and beyond.

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.

7. Our Core Values

Everyone at Bristol Waste is important. We're improving the quality of people's lives and making Bristol, and beyond, a better place. Our new values, launched in April 2024, help form a sense of unity, so we work together, treat everybody with respect and perform to our fullest.



Everyone goes home feeling good about themselves

8. Our Core Strategic Objectives

The following broad strategic objectives are driving the direction of the business plan:

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 to 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.

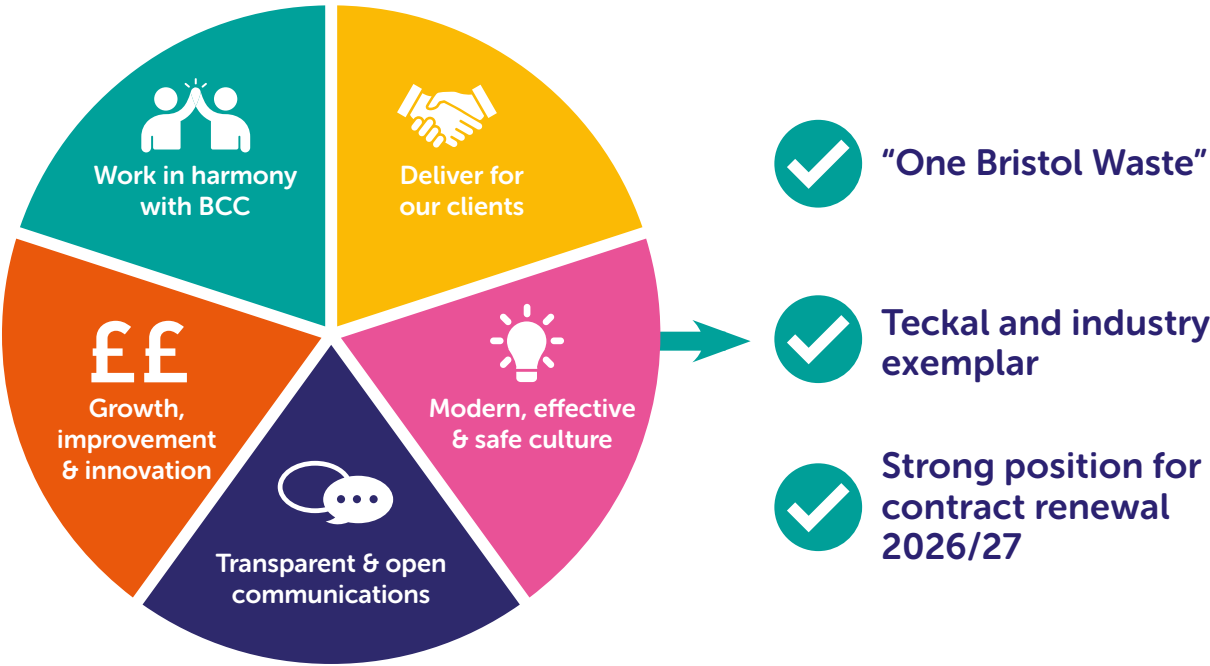
How we will improve recycling rates in the city:

- Engagement teams, including Big Tidy, working with communities to inspire behaviour change.
- Testing new recycling opportunities e.g. the nappy recycling trial.
- Behaviour change projects to encourage better recycling e.g. In The Loop recycling bins on the Harbourside.
- Use of in-house sustainability and marcomms expertise to maximise impact.
- Projects to improve recycling infrastructure for flats.
- Expansion of Students on the Move (into and out of accommodation).
- Promote IT Reuse and IT Shops to reduce waste.
- Work in partnership with BCC to deliver legislation change.
- Roll out improvements in recycling containers (tbc) to enable residents to recycle better.
- Use service frequency change to encourage residents to recycle more, creating space in the black waste bin (tbc).

This will enable Bristol to maintain its number one position as the core English city for recycling.



9. Business Plan Core Strategic Elements



10. Sustainability – Working Towards Bristol’s Carbon Net Zero and Carbon Neutral Targets

In the recent past, BWC focused on the ‘what’, i.e. the services it provided, and forgot the ‘why’. As part of changing the narrative within the business, we are turning this on its head. Without underestimating the importance of the ‘what’, it is the ‘why’ that is the most significant and is what drives us. Therefore, the whole business will ultimately be focused on being at the centre of Bristol’s sustainability agenda.

We recognise the impact of our activities, and the opportunity we have to improve our environmental performance, and that of Bristol. We support the One City Plan and One City Climate Strategy and as such are contributing to the city becoming carbon neutral by 2030. We’re proud of what we have achieved to date, including introducing electric vans, promoting biodiversity at our sites and our behaviour change and engagement work across the city. We’ve made positive moves to reduce our impact, but we need to do more. We have started planning for the changes we need to make in the years to come, to reach our carbon neutrality and meet net zero.

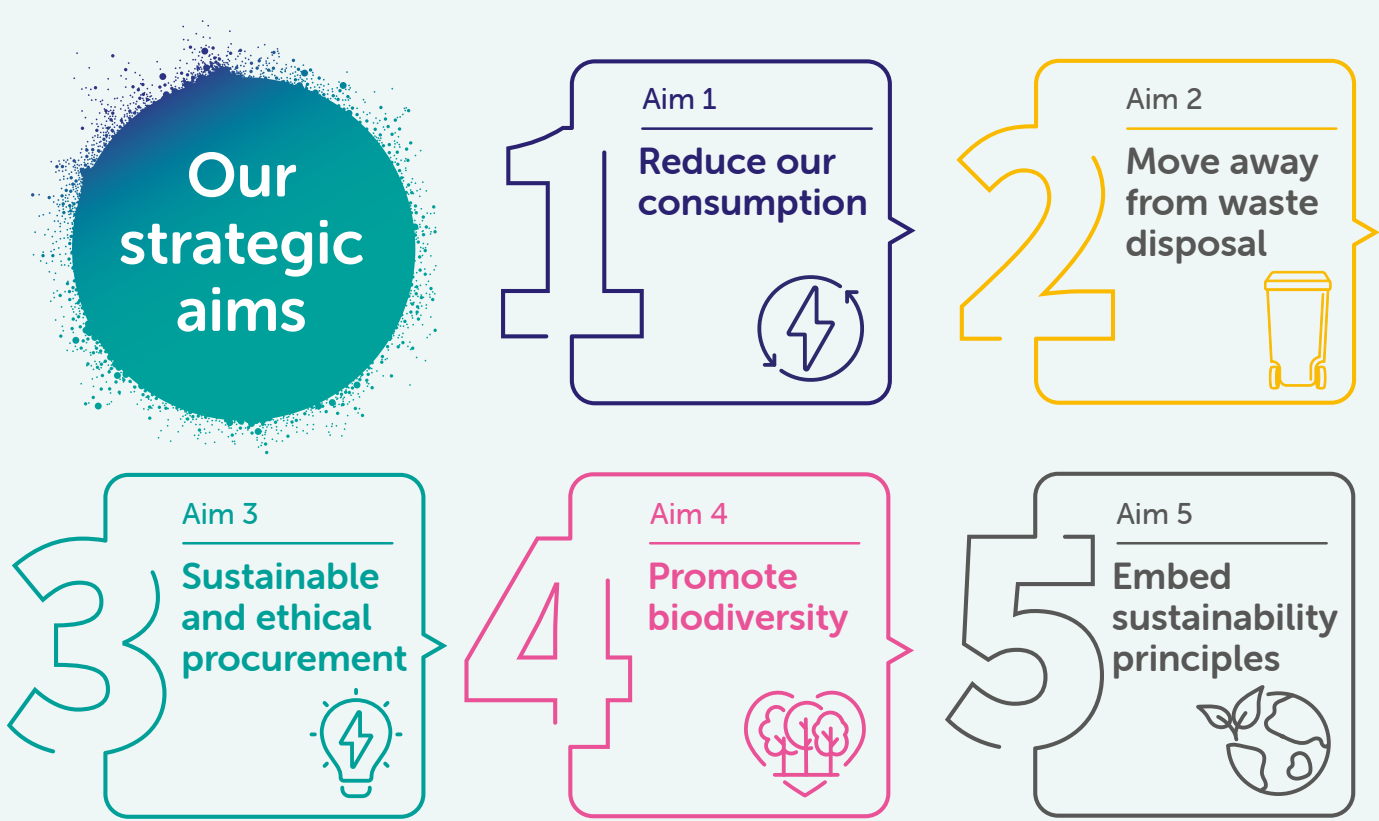
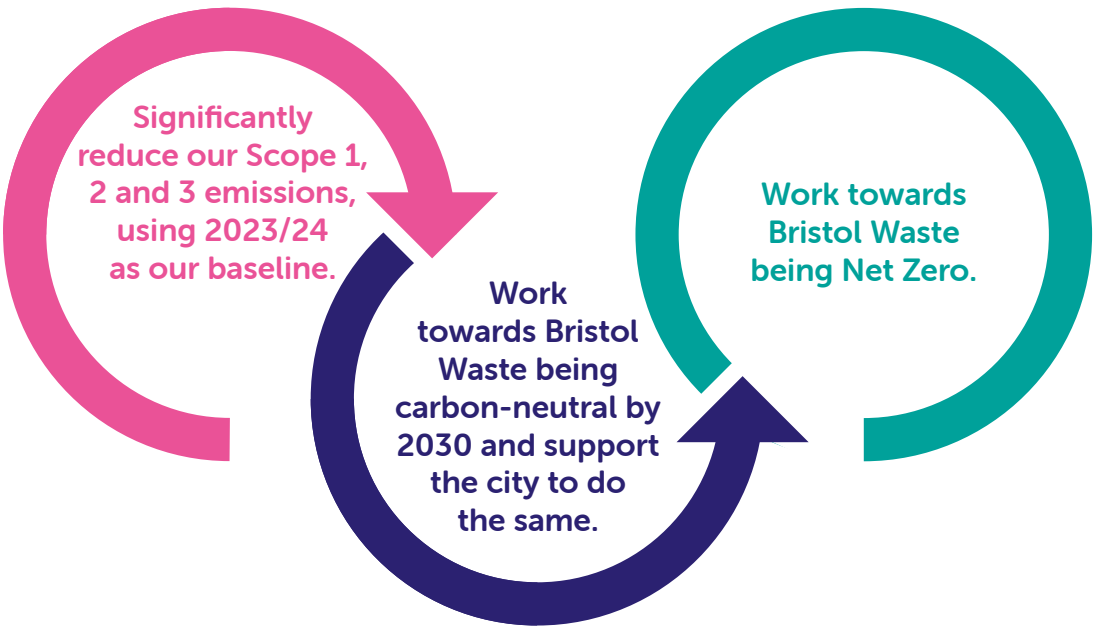
We are developing our strategy which sets out our commitment to working towards being carbon neutral and following this, carbon zero. We will work with BCC to evolve our approach to include reporting and monitoring to meet local and national climate and waste reduction targets. We’re already the leading English core city for recycling but there is more to do as our rates are stagnating. Both BWC and BCC are driven by the recognition that waste makes a big contribution to the climate emergency. Changes at a national level, such as the Emissions Trading Scheme, will also push up disposal costs. We will work with the Council to explore all options and adapt our service accordingly. The Sustainability Plan will outline how objectives are to be reached, ranging from improvements in site management, and potential changes in collection containers and frequency, to behaviour change and community engagement campaigns.

Our impact at a glance:

- We’re the leading English core city for recycling, with a 45.1% recycling rate in 2022/23².
- Overall, our fuel, gas and energy consumption produces 4,639 tCO₂e across our operations.
- 94% of these emissions come from powering our vehicles.
- We have offset 93% of our measured carbon emissions.
- Our gas and electricity is sourced from renewable tariffs.

² Most recent published DEFRA figures, 2023/24 results expected imminently (by March 2025)

Our direction of travel



11. 'Changing the Narrative'

A key focus continues to be on 'changing the narrative'. There are three aspects to this:

Changing the way we see ourselves, position ourselves and describe ourselves.

This will involve operating at a higher level, emotionally and practically.

For example:

- We will move away from basic 'waste' language and into a more life-enhancing positioning i.e. not a waste business but one that improves the quality of people's lives. This is justified because clean streets etc. can improve mental and physical wellbeing, and increased recycling improves the environment.
- Moving beyond a consolidation and cost reduction mentality, and into growth and improvement.
- Working as one business with many parts, rather than separate divisions.
- Continuing the move towards a more personal and less corporate approach, especially in terms of internal communications.

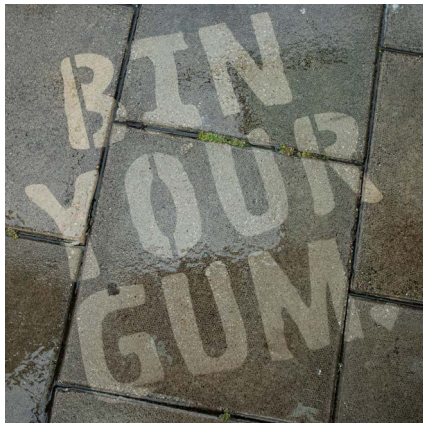
Making a Commitment to the One City Principles

BWC is a major organisation within the city, and we need to act like it. Given the desire to improve lives, we can be positively influential. Therefore, we now take a completely different approach to the city and our engagement with it. This includes the following:

- We will be very active and have a high profile within One City/ City Partners activities.
- We will work at a strategic level with other city organisations in terms of waste management, including seeking to act as waste consultants, advising others on their waste strategies – for example, the NHS, education providers, government departments, and major companies.
- We will work with government and local charities to provide employment opportunities, improve our recruitment, improve the diversity of our workforce, etc.
- We will provide more direction regards waste collection/ street cleaning for new housing developments.
- We will use the above to help to develop new commercial opportunities.



"We will be very active and have a high profile within One City and City Partners activities."



Partnership with BCC

2024/25 saw a further strengthening of joint working with the Council for the common good, and we are aligned on the direction of the company. As a Teckal company we are stronger together and we are focused on the following in terms of partnership working:

- We will work in harmony with BCC, building on the strengths that this public ownership brings.
- We will continue to provide the right level of core services that funding allows, but will aim to beat expectations.
- We will continue to consider with BCC whether BWC could provide additional Teckal services to the Council.

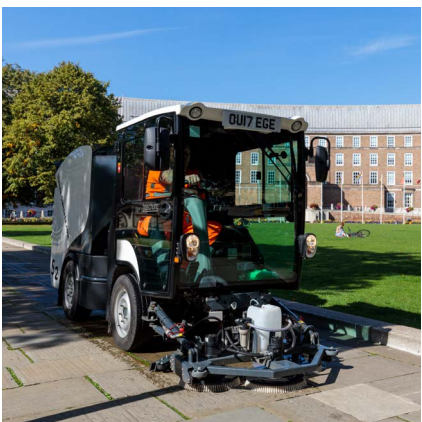
Case Study: Keeping our Streets Clean

Every year, our crews clean over 800 miles of roads and footpaths across the city and respond to more than 180,000 ad hoc job requests and service queries. Their work ensures that the city centre is cleansed after the nights out and major events, and before the office workers arrive for work the next morning.

In August 2024 our team worked closely with BCC and Avon and Somerset Constabulary, to remove items such as street furniture that could be used as missiles in preparation for the far right anti-immigrant rioting. They worked tirelessly to ensure Bristol's streets were cleared of debris after the violence. Bristol Post reported that volunteers who came out to help the following morning found most of the Castle Park area had already been cleared by Bristol Waste. In many respects these streets crews are 'unsung heroes'.

BWC works closely with BCC to respond to thousands of fly-tipping reports every year, and our crews also proactively clear fly-tips whilst on their rounds. This has included working with St Pauls Better Streets and other community volunteer groups to make improvements where we can in response to increasing rates of fly-tipping and budgetary pressures.

As well as daily litter-picking, our crews also remove graffiti from public buildings and property, helping to keep Bristol clean and safe.



12. Our People Strategy



Our People Strategy is driven by our core values: We work together, We do what’s right, We communicate, We perform. These values guide our efforts in enhancing our company culture, developing leadership, and strengthening our position as an employer of choice in the city.

By focusing on these strategy areas, we aim to create a thriving, inclusive workplace that supports both our colleagues and our strategic business goals.

Developing our Culture

Cultivating a strong company culture is essential as it fosters colleague satisfaction, productivity, and loyalty, ultimately driving the success of our business. In 2024/25 we made significant steps to improving our culture, although we recognise it takes time to embed a new culture. Achievements have included:

- Launching our new values as shared in this business plan.
- Holding our first ‘Big Get Together’ that brought all 850 of our colleagues together to foster unity and a shared purpose.
- Improved internal communications that supports greater opportunities for two-way communication.
- Enhanced our wellbeing offering to improve retention and reduce sickness absence levels, and rolled out our Dignity at Work Policy.
- Introduced the ‘Stand Out Awards’, our colleague-recognition scheme.

By prioritising our culture and values, we aspire to be recognised as an employer of choice, building a positive reputation within the communities we serve. Through the below areas of focus, we will strengthen our organisational culture, attract and retain the best talent, and position ourselves as a leader in our industry and communities:

- Set an inspiring vision and purpose, and continue to embed our values.
- Develop our leaders and improve management practices throughout BWC.
- Actively engage our colleagues in the decision-making process and invest in systems to allow them to perform at their best.
- Engage our colleagues more in the decision-making processes.
- Provide resources and benefits that support colleagues’ mental, physical and financial wellbeing.
- Create an inclusive and welcoming environment, and improve our work spaces and facilities.

Case Study: The Big Get Together

Launched in 2024, we bring all our colleagues together for an annual meeting known as The Big Get Together. It is an opportunity to share our values, to focus on our business ambitions, and an opportunity to thank every one for their work and commitment.



Staff Survey

Annually, we will conduct a colleague survey to gather insights and feedback, ensuring continuous improvement and colleague satisfaction. By prioritising the ‘colleague voice’ and fostering two-way communication, we aim to enhance our culture development and colleague experience. This commitment not only strengthens our company values but also helps us to become an employer of choice.

Equality, Diversity and Inclusion Plan

Our commitment to Equality, Diversity and Inclusion (EDI) is rooted in the belief that we best serve our community when our workforce reflects its diversity, as we understand that embracing different perspectives leads to innovation. We prioritise the psychological and physical safety of our colleagues. We aim to create an accepting culture where colleagues, including an increased proportion of women in our frontline services, feel confident about being themselves and are supported in realising their potential. At time of writing the EDI Strategy 2025-27 is due for submission to the Remuneration, EDI, and People Committee (REPCo).

Case Study: Bridge to Employment programme (June 2024–ongoing)

Refugees are securing jobs in waste and recycling services thanks to an innovative collaboration with Ashley Community & Housing (ACH). The Bridge to Employment programme supports refugees and migrants in securing local employment and focuses on providing essential skills and opportunities, especially in sectors which make a difference in their local communities.

To date we have welcomed two refugees to the team as refuse and recycling loaders, who also spoke at an event at the House of Commons, organised by ACH and hosted by Kerry McCarthy, Parliamentary Under Secretary of State for Energy Security and Net Zero.





13. Growing the Commercial Business

The commercial/ Non Teckal part of the business has delivered significant growth with contracts secured with partners such as the University of the West of England (UWE) and Bath and North East Somerset Council (BANES). A new and expanded sales team is now in place, supported by a full sales and marketing plan, and our focus is on continuing this growth.

To support our growth, we will:

- Review the Bristol Waste brand to support selling of wider services and in different Southwest and Southern geographies.
- Promote our total waste, IT Reuse, security and facilities management solutions.
- Bolster our security accreditations to NSI ‘gold’ standard and join the approved contractor scheme.
- Continue investment in new technology to support new and existing customers with their sustainability goals and meet their obligations under new incoming legislation.
- Invest in our commercial fleet to help reduce our carbon footprint.
- Focus on our social value as a local employer and our environmental contributions.
- Develop our tender capacity to strengthen our bids and engagement.
- Deliver our marketing strategy focused on key business development areas.



A new and expanded sales team is now in place, supported by a full sales and marketing plan, and our focus is on continuing this growth.

14. Innovation/ ‘Invest to Save’

We will seek to innovate on an ‘invest to save’ basis:

- **External:** We will pioneer new campaigns with residents to increase recycling rates and to get food waste out of black bins. This will build on previous successful campaigns – including Students on the Move, the Flats Recycling Improvement Project, recycling ‘on the go’ with Hubbub’s ‘In the Loop’ campaign – as well as adopting new approaches and ideas that we have tested in 2024/2025. Adopting a ‘test/ prove/ expand’ principle, these campaigns will be targeted for biggest impact. To an extent they should be self-funding and so we will be much more proactive than in the past. Within this, we will seek partners to also co-fund the activities.
- **Internal:** We will learn from sector and non-sector best practice including competitors, other local authority operations, and leading industries to explore how we can innovate to add value and reduce costs. For example:
 - Expanding up and down the process value chain.
 - Working with partners to create recycled materials applications.
 - Improving our waste sorting capabilities to increase the quality and quantity of the recyclate.

15. Reuse Shops/ IT Reuse

We have taken a more commercial and social value approach to our reuse operations and have invested in this area in 2024/25, introducing a Reuse Growth Manager and creating a strategic framework for our reuse growth. We have expanded our sales team and redesigned our volunteer package to make it more mutually rewarding. Our plan is working, with increased revenue across our shops and an increase in items being diverted for reuse.

We will continue to expand our reuse offering and scale operations, driving increased profitability while maximising the diversion of reusable items from disposal. These include:

- Enhancing stock management and supporting systems.
- Expanding our reuse offering at the St Philip’s Household Reuse and Recycling Centre (HRRC).
- Capitalising on additional donation and retail opportunities across the city.
- Developing strategic partnerships for collaboration around repair and reuse.
- Implementing a communications plan to raise awareness and drive engagement.
- Review and optimise IT Reuse processes to increase capacity and strengthen its role within our commercial and retail offerings.

16. Albert Road Planning

The Council continues to look at the Albert Road relocation, and working with our partners at BCC, it is assumed that the relocation will be 2028 or later. Collaborative work on the relocation will continue with BCC and other partners including City Leap on planning specifications. The challenges of finding a suitable site – in terms of location, size, infrastructure, environment issues etc. are not to be underestimated. However, the potential benefits of having a site that is truly fit for purpose will be maximised. This will include the target of creating a carbon neutral site.

In the meantime, we will look at how we can improve and expand our capacity at Albert Road, a site that we have nearly outgrown due to the increasing pressure on our municipal contract.

17. Management Information

In the past, too much resource has been spent on over-reporting and reporting in inefficient ways. As a business we have over-relied on manual processes. In 2024/25 we have made significant gains in this area with a review of our data team structure and work focus. To improve performance, colleague engagement and free up management time, we are bringing all our data together in easy-to-use ways.

The aim is to connect all the operating systems used within the business to a single data warehouse that will enable the business to have up-to-date, accurate and usable data. This will be used to automate reports and create usable and visual Business Intelligence (BI) dashboards that will help the business to monitor and improve performance and support strategic decision-making.

18. Strengthened Governance and Control

Governance and control were further enhanced across the business during 2024–2025, including new/ revised policies, embedding a consistent approach to risk management to align with risk appetite, and a refresh in the manner the internal audit report is produced to focus on significant risk in alignment with the company’s Risk Management Strategy. Both ARAC and REPCo subcommittees were strengthened with new and experienced Non-Executive Directors. Strengthened governance and control continues to be a key focus for the business as we embed the changes made over the last 18 months.

Board members meet monthly, receive papers including KPI and performance reports, and attendees include BCC appointed Director Cllr Hucker and an observer from Bristol Holding. Subcommittees include ARAC and REPCo that meet quarterly. BWC is also investing in its Leadership and Development programme for staff.

19. Financial Summary

A three-year business plan was approved by BWC’s Board and Bristol City Council for the period 2024/25–2026/27. This business plan is an update for the next two years (2025/26–2026/27) and covers the period to the end of the Council Waste Service Agreement (WSA). It assumes alignment of the Integrated Workplace and Facilities Management contract (IWFM) with the WSA.

The table below shows the high-level financial summary of the financials based on current assumptions.

	2024/25	2025/26	2026/27
£k	Forecast	Budget	Budget
Revenue	65,206	69,716	72,642
Direct Costs	(63,370)	(66,719)	(69,510)
Gross Operating Profit	1,835	2,997	3,132
Profit/ (Loss) before Tax	(798)	47	93
Net Margin %	(1.2%)	0.1%	0.1%

This includes additional funding from BCC from 2024/25 onwards. This funding includes an increased payment on the core contract of £500k/annum, plus an inflationary increase of 2.5%. It is recognised that this is provided within an overall challenging financial position for BCC.

Capital Investment Plans

Avonmouth Phase II

The Avonmouth redevelopment will conclude towards the end of Q4 of the financial year 2024/25. This includes a can sort and picking line. BWC is currently reviewing potential future investment opportunities in Avonmouth for continued commercial, company resilience and sustainability improvements.

Vehicle and Fleet

Most of our fleet is now approaching year six of an anticipated lifespan of eight years and we are already experiencing the financial cost of increased maintenance requirements. An action plan is under development, to be deployed in Q1, to ensure fleet availability does not impact on service delivery.

Key areas of focus include:

- Body refurbishment programme of the refuse vehicles in 2025.
- Review of narrow access vehicles on recycling. BWC is currently trialling new vehicles.
- Focus and training on defect reporting and vehicle checks to support timely repairs.

During the year ahead we will need to work closely with our Shareholder to agree the nature of service that is required to be delivered post 2026 and the implications for the financing of a new fleet.

Cash Reserves

(Please see Exempt Appendix 1 for more information on this point)

20. Summary of Key Drivers by Department

SHEQ

- Drive Health and Safety (H&S) responsibility and ownership, with a focus on H&S behaviours and leadership. Enhance abilities and skills to set and continuously improve standards and colleague welfare.
- Ensure effective comprehension and competence of H&S through continuing to enhance learning materials and support tools and media. Roll out targeted health and safety awareness campaigns.
- Preventing accidents and continuously improving to prevent harm, via a focus on proactive indicators, effective use of our systems, search for new technology and innovation, ensuring H&S in improvement projects.
- Ensure an effective Business Management System that encompasses our full risk profile and quality expectations, adding value and adapting to change.
- Comply with legal, industry and environmental standards, through projects, procurement and operational change. Continually monitoring via a robust internal inspection and audit programme.

Finance/ IT and Data

- Improve the quality of financial reporting – open, simple and transparent.
- Management and reduction of all overdue debts from customers.
- Ensure payroll systems and processes meet the needs of key stakeholders.
- Purchase order (PO) and approval process in line with financial controls.
- Minimise the cost of overheads, whilst ensuring effective corporate governance.
- Finance business partners fully embedded into the core business sectors.
- Cash forecasting to identify surplus/ shortfalls and manage accordingly.
- Support the business with a safe and reliable IT system and infrastructure.
- Strong focus on Data Management, improving quality and automation of data.



Procurement

- New plan and structure to be fully implemented and embedded.
- Cost saving delivery in excess of core targets.
- Category reviews completed for key spend areas such as waste and fleet.
- New Procurement Policy embedded at all levels.
- New Procurement Act changes implemented in relevant procurement processes.
- New Supplier and Contract Portal (Canopy) used routinely for supply chain and contract management.
- Supplier Relationship Management (SRM) plan triggered for key contracts.
- BWC is collaborating with BCC and partners to secure best value from contracts.

Operations

- Renewed focus on a positive H&S culture.
- Drive benefits from the Avonmouth investment, as part of the work to increase recycling levels.
- Resolve the longer-term challenges that need to be addressed to make the recycling and refuse collection as reliable and efficient as possible.
- Deliver growth on recycling rates.
- Continue to improve cleaning efficiencies.
- Consider migrating towards a 'village' approach for services beyond street cleansing and cleaning.
- Create a 'continuous improvement' programme across the business.
- Identify replacement vehicle requirements.
- Identify ways to drive growth in recycle income.

People

- Ensure our values are integrated into all aspects of our work.
- Deliver an effective Leadership Development Programme.
- Clearly define our training and skills needs, tailored by site and department.
- Implement an efficient process for training record management.
- Evolve our workforce planning process to drive productivity.
- Maintain robust controls around agency and overtime spend.
- Improve our time to hire.
- Develop clear action plans by business area to boost retention.
- Drive a simple yet achievable and effective EDI programme.

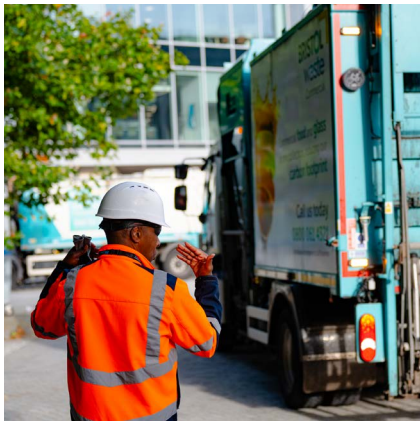


Transformation, Stakeholder Relations and Marketing

- Grow recycling rates and reduce waste through highly targeted campaigns and activities – adopting a ‘test/ prove/ expand’ model through innovation and community engagement.
- Deliver our reuse growth strategy.
- Build our brand and enhance our visibility and reputation externally with a far greater focus on marketing and partnerships.
- Review branding across the business.
- Deliver a pro-active PR strategy.
- Improve resident and customer relations.
- Enhance internal communications to foster colleague engagement.
- Drive improvement projects across the business.

Commercial

- Laser focus on commercial revenue growth and profitability.
- Embed new commercial team and develop structure.
- Improve commercial brand awareness and credibility.
- Focus on increasing lead generation with telesales campaign, networking and events.
- Grow existing customer base by raising awareness of other commercial services.
- Strengthen bid management capability and improve the quality of tender submissions, costing accuracy and use right tools.
- Develop a robust framework for tender submissions, lessons learnt and feedback.
- Review of fleet and upgrade.
- Review and improve PurGo system, invoicing process and payment method.
- Evaluate systems requirements i.e. Advanced Tender Alerts, AI support.

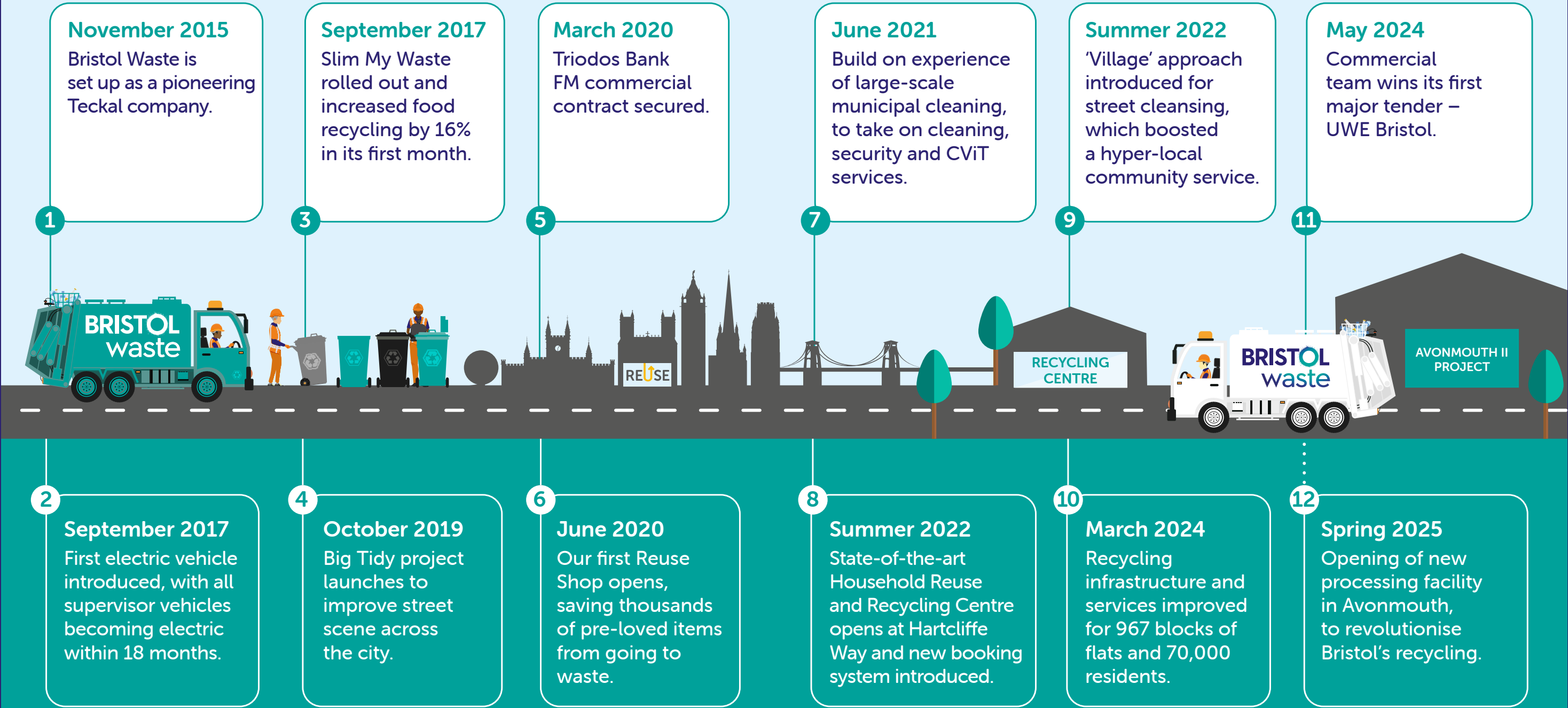


21. Project Priorities 2025/26

In 2025/26 we will focus on the delivery of key projects that support any potential collection frequency changes, improve the city’s recycling rates or support our internal transformation programme and service improvements. See below for our key strategic projects for 2025/26. This is a draft priority list as of November 2024 and is subject to change as there are external dependencies against most projects. Projects will continue to be planned out in Q4 2024/25 with timings firmed up as they are developed in consultation with the Strategic Client. These projects are interdependent and the list does not include internal projects.

Project Name	Scoping	Design	Implementing	Go Live
Site lease opportunity	Q4 2024/25	–	–	–
Fleet Replacement	Q4 2024/25	–	–	–
Potential collection frequency changes (pending BCC decision)	Q4 2024/25	–	–	–
Recycling Efficiencies	Q4 2024/25	Q1 2025/26	Q2 2025/26	Q3 2025/26
Absorbent Hygiene Products Recycling Service	Q1 2025/26	–	–	–
Non Standards Service (roll out)	Q4 2024/25	Q1 2025/26	Q2 2025/26	–
Resident Communication App	Q4 2025/26	–	–	–
Flats Recycling Improvement Programme	Q4 2024/25	–	–	Q4 2026/27
Students on the Move 2025	Q4 2024/25	Q1 2025/26	Q2 2025/26	Q2 2025/26
St Philip’s Reuse Shop improvements	Q4 2024/25	–	–	–
Sustainability Plan (Enact Plan)	Q4 2024/25	–	–	–
Commercial vehicle replacement - decision	Q1 2025/26	–	–	–
HRRC Black Bag Splitting	Q4 2024/25	–	–	–
Albert Road Relocation	Q3 2025/26	–	–	–

Key Achievements to date



Case Study: Village approach to street cleansing (Summer 2022)

Bristol Waste turned unavoidable depot changes into street cleansing operational opportunities. The 'village approach', introduced in early summer 2022, allowed us to adopt a hyper-local, community focus with the introduction of smaller, permanent beats for the street cleansing teams.

This brought together those responsible for improving street cleanliness, supporting our vision for a 'one team' approach. It gave us a unique opportunity to build stronger relationships with residents, to understand and tackle local challenges and it allows crews to take ownership and pride in their area.

Case Study: Hartcliffe Way HRRC opening (June 2022)

This state-of-the-art Household Reuse and Recycling Centre offers a huge range of recycling solutions, over 650 slots available for booking daily, covered unloading areas, and our largest Reuse Shop.

It brought additional recycling capacity to Bristol, helped reduce congestion at the other sites, and innovations included complimentary cycle-trailer loans. By the end of 2022, it was welcoming around 6,700 visitors each month.

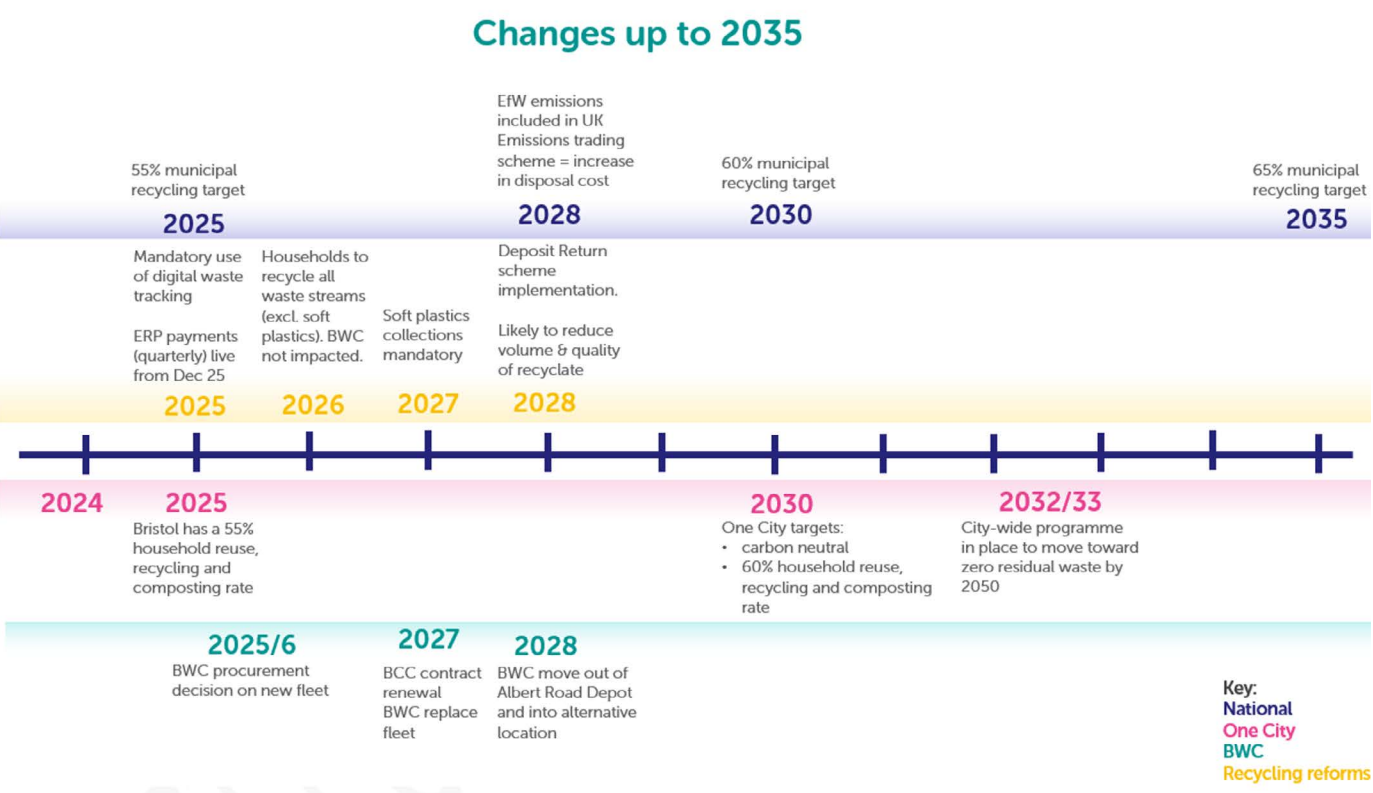
22. Appendix A – Recent Government Policy Plan

Announcement: BWC Impact

Announcement	Impact on BWC
<p>Materials for collection</p> <p>All local authorities in England must collect the same recyclable waste streams for recycling or composting from households. The recyclable waste streams include paper and card, plastic, glass, metal, food waste, and garden waste.</p> <p>There is a minimum requirement of four containers to collect the above materials. This is due to guidance that paper and card should be collected separately from other dry recycling. The four containers for separate collection are:</p> <ul style="list-style-type: none">• Residual (non-recyclable) waste.• Food waste (mixed with garden waste if appropriate).• Paper and card.• All other dry recyclable materials (plastic, metal and glass). <p>There is flexibility to co-collect paper and card with other dry materials where separate collection is technically or economically impracticable or provides no significant environmental benefit (e.g. flats above shops and other properties with very limited outside space).</p>	<p>Low impact. All are currently collected except soft plastics, which are required by 31 March 2027.</p> <p>Guidance on separation of paper and card does not have an impact as these are already collected separately, and we can exempt ourselves from separate collections where it is not practical.</p> <p>However, further investment is required to support recycling of all materials in flats (BCC housing stock, flats above shops and flats on main arterial routes).</p>
<p>Collection method</p> <p>Households must receive reasonable residual waste collections (local authorities should consider additional services for particular requirements, such as households with medical needs).</p> <p>This gives local flexibility to decide collection frequencies for residual waste.</p>	<p>No impact.</p>
<p>Collection frequency</p> <p>Households must receive reasonable residual waste collections (local authorities should consider additional services for particular requirements, such as households with medical needs).</p> <p>This gives local flexibility to decide collection frequencies for residual waste</p>	<p>No impact.</p>
<p>Garden waste</p> <p>Local authorities will be required to provide a garden waste collection service where it is requested but, as is currently the case, they can continue to choose to charge for this service.</p>	<p>No impact.</p>
<p>Waste carriers, brokers and dealers reform</p> <p>To ensure that only appropriate people are in control of waste. Shift from a registration system to a permitting system enabling full background checks on applicants. Reduce misclassification of waste and stop waste ending up in the wrong place; make it easier for householders and businesses to demonstrate their Duty of Care.</p>	<p>Potential reduction in fly-tipping, support demonstrating Duty of Care, reduce reporting burdens on business. Potential additional costs if permit model is imposed.</p>

Announcement	Impact on BWC
<p>Mandatory waste tracking</p> <ul style="list-style-type: none">• All UK waste movements of controlled and extractive waste – household, commercial, industrial waste, mining waste.• Green list waste imports and exports.• Reporting on Persistent Organic Pollutants (POPs).• Currently looking at interaction between Waste Data Flow and digital waste tracking (identifying where and how it is created, what is done to it and where it goes).	<p>We will need to move to the new system by April 2025 when there is a mandatory use of the new service.</p> <p>This will require a change to some of our internal processes.</p>
<p>Extended Producer Responsibility (EPR) – Funding</p> <p>New funding mechanism for BCC from Dec 2025 to cover the cost of collecting packaging materials.</p>	<p>We will work closely with our client to agree an approach.</p>
<p>Deposit Return Scheme</p> <p>A deposit return scheme involves adding a cost to drinks containers, which is then reimbursed when the container is returned for recycling.</p> <p>The containers can be returned via a reverse vending machine, often located in retail spaces where they are sold, or via a ‘digital’ DRS which allows them to be included in existing kerbside recycling and tracked via QR/ unique codes on the containers.</p> <p>The Labour Government have reaffirmed their commitment to the DRS and the October 2027 date, despite the Welsh Government exiting the UK scheme to go ahead with their own.</p>	<p>This may result in changes to kerbside and litter bin compositions. This could impact:</p> <ul style="list-style-type: none">• Forward planning (e.g. vehicle and resourcing needs).• Recyclate income (depending on how the scheme is administered).• Communication with residents, complicating messaging to people who are used to managing waste and recycling at home.• Safety and damage risk to bins where people could try to retrieve items for money.
<p>Emissions Trading Scheme (ETS)</p> <p>The ETS provides a carbon pricing mechanism to limit emissions and achieve Net Zero goals. The government are expanding the scheme to include energy from waste (EfW).</p> <p>From 2026 emissions will be monitored, from 2028 EfW will be fully integrated, and charging will commence.</p> <p>The ETS will only apply to fossil emissions. All waste operators running EfW plants will need to purchase allowances for each tonne of CO2 they emit. The number of allowances will decrease over time in line with net zero targets. The cost of these allowances will be passed on to producers, increasing the cost of waste disposal.</p>	<p>It is anticipated to increase disposal costs:</p> <ul style="list-style-type: none">• Worst case £9m increase.• Best case £5m increase.

23. Appendix B – Longer-term Timings



English Devolution White Papers

The Devolution White Paper, published on December 16, 2024, outlines significant reforms aimed at enhancing local governance in England. Key points include:

- **Enhanced Devolution Framework:** The government aims to make devolution available by default, rather than by deal, with a preference for areas to adopt a mayoral model.
- **Strategic Authorities:** New legal structures called Strategic Authorities will be created, with different levels such as Foundation and Mayoral Strategic Authorities.
- **Funding and Investment:** Introduction of Integrated Settlements for Established Mayoral Strategic Authorities, providing consolidated funding for local growth, skills, and housing.

BWC will explore opportunities that will emerge with the West of England Combined Authority (WECA) and neighbouring authorities offering advice and services on waste and meeting net zero targets.

Recyclate Revenue:

The sale of recyclates for BWC has a direct impact on the profitability for the business. There are certain elements which are driven by market forces, such as volumes and price per tonne, but there are also actions being carried out within the business, which is helping it to achieve the budgeted level of revenue.

In 2024/25 the first half of the year saw extremely high rates per tonne for most materials, as well as strong levels of tonnage. However, from September onwards, there were some significant reductions in rates for glass, paper, cardboard, and mixed plastics. The tonnage fluctuated between high levels of 2,800 in July, down to 2,200 in December as a total for BWC. Between the change in rates and lower tonnage, this has impacted on the performance of the recyclates profitability for this financial year.

For the 2025/26 budget, the assumptions were made in September 2024, when the rates were at a higher level, so BWC will face a challenge in achieving this target. However, with additional recycling campaigns and consumer habit changes in recycling, the levels being recycled should increase.

The following comments on each commodity explains the current and forward market conditions.

Short-Term Outlook (Financial Year 2024/25):	
Cardboard	Should see increase of £5 per tonne from current price £80 per tonne to £85
Plastics (Mixed)	Expected to remain static
Metal (Steel Cans)	Expected to remain static
Metal (Aluminium Cans)	Expected to remain static
Glass	Expected to remain static

Cardboard (Mixed Paper Grade):

- Both paper and cardboard have reduced by around 30% between July and December 2024.
- BWC is still achieving above market price per tonne with +£30 per tonne based on current Lets Recycle market prices.
- Deep sea export is likely to see a gap develop between UK/EU prices which has been similar for the past four to five months.
- Eren Holding's Shotton Mill (manufacturer of recycled paper) is expected to come online in Quarter 4, which is expected to see an increase in demand and price for material.



Plastics (Mixed):

- Demand is driven by PRN (Packaging Recovery Note) price which has plummeted to £55 per tonne from a high of +£200 per tonne in July 2024.
- The slump is also caused by the drop in buying virgin material, which is flooding the market (primarily from China).
- BWC has been achieving above market average sales price per tonne by +£23 per tonne over the past few months.

Glass:

- The average rate has reduced from £138 per tonne in July 2024 to a current rate of £85 per tonne.
- Volumes have remained consistent at around 800 tonnes per month.

Metal:

- Steel cans: The average rate has reduced from £191 per tonne in July 2024 to a current rate of £140 per tonne. Volumes are relatively low and inconsistent.
- Aluminium: One of the few materials which is remaining at a high level at circa £1,300 per tonne. Volumes are inconsistent but average at around 40 tonnes per month.

'Simpler Recycling' legislation changes come into force from 31 March 2025 which will positively impact recyclable volumes through increased segregation and driving down general waste. For cardboard and plastics, this should result in small increases, but glass and metals are expected to remain static.

BWC and Social Value

Delivering social value for the people of Bristol is integral to Bristol Waste since its inception as a Teckal company business. We were set up to make a difference to people’s lives and social value has always been at the heart of what we do.

As a city leader within the City Partnership, it is important that we are a responsible corporate citizen. In October 2024 BWC onboarded Social Value Portal which uses the Social Value TOM System – the leading standard used by government and businesses.

Developed with organisations across the public, private, and third sector, the TOM System provides a robust and standardised approach to measuring positive impact.

We are maturing our approach and are aligning our efforts to the Social Value portal and TOMS. This gives our Strategic Client, BCC, and our commercial clients assurance that our approach is trusted and robust.

What is Social Value?

The positive impact an organisation has on society beyond its financial bottom line. While profit is tracked in traditional accounting terms, social value is measured by the actions an organisation takes to improve the world around it. Examples include sustainable procurement, delivering apprenticeships, a focus on hiring local people and work to reduce carbon emissions.



“At Social Value Portal, we believe in a better, more equitable world where conducting good business means putting people and planet alongside profit. That’s why we are on a mission to make Social Value count in every local community, worldwide.”

Guy Battle CEO
Social Value Portal

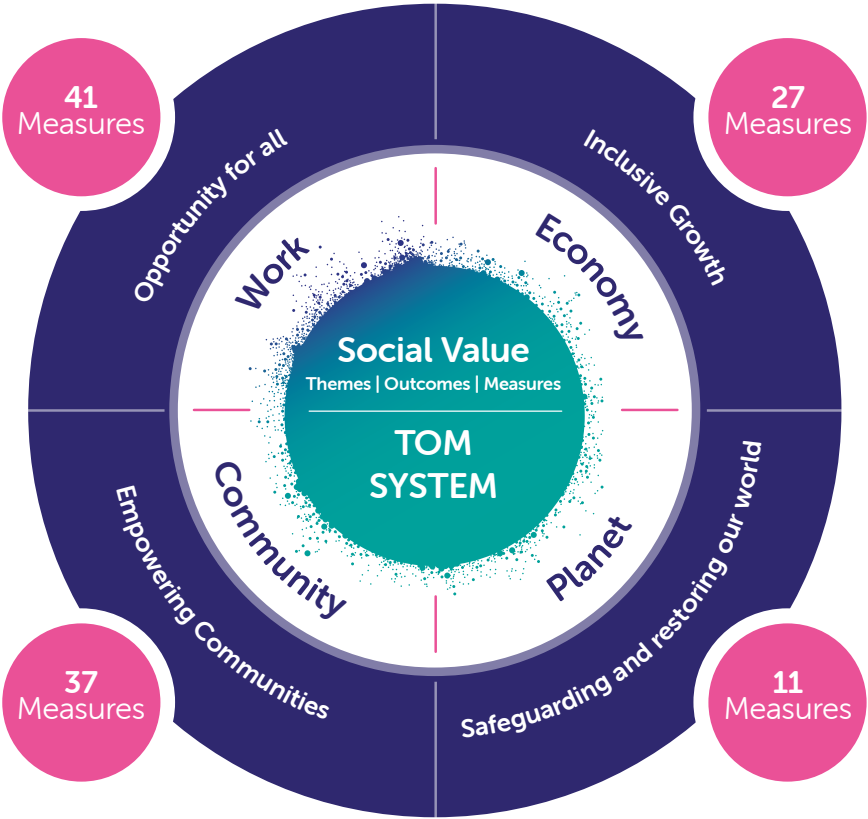


The TOM System Comprises:

- Themes:** The area of social value to be addressed
- Outcomes:** The positive change to be created
- Measures:** The specific actions to be taken

Structured around Four Key Themes:

- Work:** Providing opportunities
- Economy:** Driving inclusive growth
- Community:** Empowering communities
- Planet:** Environmental stewardship



The TOM System Social Value Measurement

- **Units** (the quantity of each social value activity).
- **Financial proxy values** (each social value action is assigned a monetary figure).

This creates a ‘Social Value £’, calculated using national data sources e.g. the Office of National Statistics, HM Treasury’s Green Book, and the Unit Cost Database.



Why Social Value Matters

Beyond being the right way to operate BWC as an organisation owned by BCC and to help make Bristol and beyond a better place to live, visit and conduct business, there are legal requirements. The Procurement Act 2025 follows the Public Services (Social Value) Act 2022, and promises greater social value focused central and local government buying.

Why it Matters for BWC’s Commercial Work

As well as increasing the work BWC does for BCC and BANES, and as associated tenants and partners, our focus is on winning more public sector contracts. Delivering social value is no longer optional, it is a key competitive advantage and increasingly features as a tender requirement. Public sector contracts with built-in social value generate an average of 20% more value per contract, without increasing costs, thereby benefiting society and maximising the ‘public pound’.

BWC’s commitment to social value will enable us to deliver more benefit to the city of Bristol, its people and businesses, and unlock extra value.



The company is ambitious in its commercial growth targets and will use social value to gain competitive advantage in its tenders and proposals.



24. Exempt Appendix – Financial Detail

Profit and Loss

(Please see Exempt Appendix 2 for more information on this point)

November 2024 Pay Award

The current position with the pay award for the Bargaining Unit is progressing well and the Trade Unions are taking the company’s offer to their members (December 2024). Provision has been made within the budget for the offer being presented.

Employer’s National Insurance Changes

(Please see Exempt Appendix 3 for more information on this point)

Core revenue income

(Please see Exempt Appendix 4 for more information on this point)

Potential Financial Risks/ Opportunities

(Please see Exempt Appendix 5 for more information on this point)



Financial Assumptions

(Please see Exempt Appendix 6 for more information on this point)

Key assumptions include:

Key Financial Assumptions	2025/26	2026/27
Cost of Sales		
Premises	Reflects ageing premises and increasing need for maintenance works.	As per 2025/26
Vehicle and Fleet	Increasing costs of maintaining an ageing fleet coming towards the end of its useful economic life.	As per 2025/26
Fuel	Costs expected to remain similar to 2025/26 forecast.	3% uplift
Equipment and Materials	Inflation plus commercial growth.	3% uplift
Overheads	Cost of recycling behavioural change campaigns budgeted for 2025/26.	3% uplift
Finance and Depreciation	Reassessed to account for additional interest and depreciation of the Avonmouth redevelopment.	3% uplift

Utilisation of Reserves

Procurement Savings

Within the Risks and Opportunities section of the Business Plan, BWC has added an amount of £300k for procurement savings. The areas of focus are:

- Waste disposal costs.
- Corporate services (e.g. training costs).
- Plant and equipment costs.
- FM consumables.
- Tyres and vehicle parts.

Currently we have a procurement function of three staff members, who focus on tasks relating to tenders, governance, business support and many other cost-saving initiatives.

For the current financial year 2024/25, the team has focused on various cost items, such as fuel, temporary agency staff, commercial vehicles and PPE. These are all significant costs to the business and the team has achieved a good level of savings.

In addition to savings, the Procurement team has also made improvements in the following areas:

- Refreshed the current Procurement Policy and aligned this to the new Public Procurement regulations and the new Scheme of Delegation of Authority Procedure.

- Introduced a new due diligence supplier process to increase scrutiny of our current suppliers.
- Launched a new Supplier and Contract portal (Canopy) to increase visibility over our current contract details.
- Trained the Procurement team in the new Public Procurement regulations in anticipation of the February 2025 implementation.
- Launched key categories review using the Strategic Sourcing methodologies such as fleet and waste.

Utilisation of Cash Reserves

(Please see Exempt Appendix 7 for more information on this point)

Going Concern

During our annual external audit, there is a review of the going concern of the business. For the year end 31 March 2024, PwC did not raise any concerns with the cash requirements for the business and the accounts were signed off with no issues relating to cash flow. Since that point, we have changed external auditors to Bishop Fleming and there will be a similar review during our year end at 31 March 2025. Based on the current and forecasted cash flows for BWC, we do not expect any issues to be raised from this review.

Our Brand, Name and Future Plans

(Please see Exempt Appendix 8 for more information on this point)

Growing the Commercial Business

The commercial/ Non Teckal part of the business is expected to deliver double digit growth to revenue over the next two years. See below for summary.

(Please see Exempt Appendix 9 for more information on this point)

Commercial Waste

Our commercial waste business is made up of several components and includes both Teckal and Non Teckal activity:

- Waste collection from businesses across the city varying from small shops to large commercial companies, and includes commercial collection of Bristol City Council’s operational buildings waste.
- Business Improvement District additional street cleansing.
- Commercial waste processing and disposal from Avonmouth and Albert Road.

See below for commercial waste’s profit and loss.

In general, commercial processing can generate significantly higher margins and following completion of the Avonmouth redevelopment (Avonmouth II) we will have additional capacity for significant growth.

Incoming national legislation, Simpler Recycling, requires all commercial premises to recycle food and glass and BWC will need to be able to provide weights for these calculations.

The commercial fleet is due for replacement for which costings are currently being prepared. If a decision is made to not replace the current fleet in 2025/26, then costly modifications will be required to existing vehicles, due to the Simpler Recycling legislation coming into play from April 2025.



Commercial Waste Profit and Loss

(Please see Exempt Appendix 10 for more information on this point)

Facilities Management Profit and Loss

(Please see Exempt Appendix 11 for more information on this point)

Municipal Profit and Loss

(Please see Exempt Appendix 12 for more information on this point)

Commercial Marketing and Sales

The BWC restructure in 2024 included the creation of the new role of Growth Marketing Manager, covering both Commercial and Reuse. This post augments the work already undertaken by the commercial sales team, and tender submissions.

Commercial Marketing Strategy: 2024/25

Key priorities for 2024 were to ensure the foundations were in place and included the website development project, marketing collateral such as a new video and images and sales sheets, case studies and testimonials, and marketing technology (martech). ActiveCampaign is our new commercial email platform with a CRM bolt-on to enable accurate sales pipeline tracking and forecasting. Other projects included the employment of telesales company 4Marketing, tender document preparation, plus developing our relationships with key organisations. These include Business West, Bristol Initiative and the Chamber of Commerce, Bristol 24/7 Better Business, SevernNet, Future Leap and VisitWest.

The final quarter of the fiscal year sees a focus on:

- Embedding ActiveCampaign within the team.
- The redeployment of telesales company 4Marketing (with a focus on high-value pre-selected businesses).
- Sales-focused campaigns e.g. Simpler Recycling (food and glass), Avonmouth Weighbridge and MRF, and DMR Contamination Reduction.
- Exploiting sales, networking, and PR opportunities such as Avonmouth III.

Commercial Marketing Strategy: 2025/26

Building on the work undertaken in 2024/25, BWC will be driving awareness of and trust in the commercial offering. BWC will ensure the commercial business is known as a one-stop shop facilities service provider that delivers a quality value-for-money service focused on sustainability objectives and that benefits the city of Bristol and beyond. These services continue to cover waste management, cleaning services, security services and additional FM services.

Key pillars of this strategy are:

- Leverage the investment in Avonmouth to win and retain commercial business.
- Shift in messaging to focus on facilities services.
- Martech automated emails and digital outreach campaigns.
- Sector-specific focused email, telesales and leafleting campaigns.
- Collaboration with BCC to identify and target BCC-owned premises, clients, and city events.
- Sales lead generation through business events and membership group networking opportunities.
- Marketing and design support for FM tenders.



Working more closely with BCC and One City, marketing will play its role in the company's growth plan to provide services for other BCC sites, preparing proposals and required collateral, including case studies. BWC will also have stand presence at key events such as Future Leap's Festival of Sustainable Business, B2B Expos, and is sponsoring the Sustainable Award in the inaugural Bristol 24/7 Bristol Legends celebration.

Developing a compelling narrative for BWC's commercial work will be central to these activities.

Working with BCC

We will continue to work collaboratively with the client team to explore future new business opportunities. Our goal is to increase commercial revenue for BWC whilst reducing the overall contract cost for BCC, by providing better and more competitive services than those offered by third party suppliers. This approach benefits the city of Bristol and is for the good of its people.

Commercial Long-term Marketing Strategy

The commercial marketing plan from 2025 onwards will focus on sector-based marketing, targeting the most commercially rewarding businesses across five key sectors. These are education, healthcare, manufacturing, hospitality and offices.

Sector-specific marketing campaigns emphasising the most appropriate services will be delivered using targeted messaging and supported by an omnichannel marketing approach including; email, telesales, website, LinkedIn, events, networking and tender submissions.

Education	Healthcare	Manufacturing	Hospitality	Offices
Teckal Schools	Teckal –	Teckal –	Teckal BCC Owned Venues	Teckal BCC Owned Premises
Non Teckal Nurseries Academies, Trusts, Colleges and Universities	Non Teckal Care and Nursing Homes	Non Teckal Food and Product Manufacturing	Non Teckal Restaurants, Hotels and Festivals	Non Teckal Professional Services
Services: <ul style="list-style-type: none">• Cleaning• Security• Waste Management	Services: <ul style="list-style-type: none">• Waste Management	Services: <ul style="list-style-type: none">• Cleaning• Waste Management	Services: <ul style="list-style-type: none">• Cleaning• Security• Waste Management	Services: <ul style="list-style-type: none">• Cleaning• Security• Waste Management• IT Reuse

Specific targeting supported by networking, webpages, telesales and email campaigns



Bristol City Council collaborative working

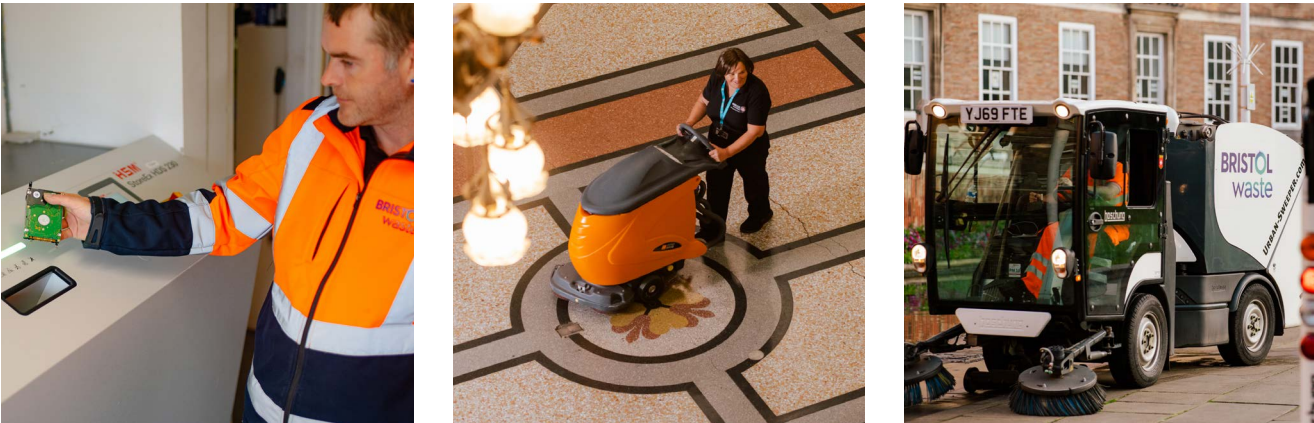
(Please see Exempt Appendix 13 for more information on this point)

Teckal and Non Teckal Activities

Our commercial waste and FM activities contain both Teckal (those commissioned through Bristol City Council) and Non Teckal, where the commissioning organisation is a separate entity. The following table shows the anticipated split between Teckal and Non Teckal activities.

Completion of the Avonmouth II in 2025 will provide opportunities to significantly improve commercial waste processing activity through additional capacity. We also wish to explore widening both our Teckal commercial operations which will provide more capacity for generating additional Non Teckal work, as well as, through our commercial strategy looking to improve both volumes and margins from new non-BCC work.

(Please see Exempt Appendix 14 for more information on this point)



DOCUMENT CONTROL

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Business Plan 25/26 - 26/27

Prepared For:
Shareholder

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BUSINESS PLAN 2025/26 - 2026/27

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