



Bristol Waste

Annual Report

2018/19



Managing Director's Statement

Over the past year Bristol Waste (BWC) has worked closely with the Bristol City Council (BCC) to enhance our service to the residents of Bristol. This has involved reviewing our structure and operations to ensure we have the right people in the right place doing the right job. At the heart of our change was strengthening the Safety/Health/Environmental and Quality (SHEQ) team.

The safety of all of Bristol Waste's employees, along with the general public, is paramount in what is generally considered to be a high-risk service environment. We have increased safety training across the board and have instigated a programme to reinduct all staff underpinning the importance of all areas of SHEQ. We are highlighting the significant role the company undertakes in keeping the city safe and clean, while encouraging our staff to embrace and support initiatives such as the One City Plan and Bristol Clean Streets Campaign. Our support for the Bristol Clean Streets Campaign included a record-breaking Great Bristol Spring Clean featuring 85 events, supported by 1,219 participants, volunteering more than 2,380 hours to collect over 1,000 bags of recycling and refuse. Our focus on employee health and welfare has included engaging a physio through Back in Action to provide on site support to staff, and producing a mental health awareness video featuring our own staff.



"Training has been key, and we have offered a full time position to one of the fleet apprentices and have a place for the second fleet apprentice who is in her final year."

To augment our service to Bristol we have invested in a new, efficient, low emissions fleet that incorporates many safety features to protect our staff. The new vehicles can also carry greater quantities of waste, reducing travel distances and improving operational output. Plans to improve our service also include the introduction of an additional recycle bag for cardboard to separate our waste streams more effectively and modified routes to optimise collections.

Dealing with the increasing cost and environmental importance of waste collection and treatment has also been a priority. We have remained focused on continuous improvement in the quality and quantity of recyclables as the glut of material available has reduced recycle value considerably, and only the higher quality materials are being accepted at market rates. We have placed contracts for processing all of our recyclable materials in the UK where UK regulations ensure processing is monitored and carried out appropriately. Our drive from 2019 onwards is to further reduce all waste, not only through our communications with Bristol's residents, but by looking to the retailers and suppliers at source to find ways of decreasing the use of packaging and single use materials.

This year has also seen the transformation of our commercial section. As a Teckal company owned by the city council we can bid for and operate commercial contracts up to 20% of our annual turnover. All surplus generated not only from our base contract but also through this additional work, is returned to the council or reinvested into the business to improve our operational capabilities. *(Continued opposite)*



"We would like to thank our shareholder Bristol City Council, our employees and service partners for supporting a successful year."



We have set up an experienced business development team with access to modern networking systems and proposal development toolkits. This enables us to pursue opportunities and grow the business in a cost effective and professional way. The impact has been immediate with the award of some prestigious new customers and a robust pipeline of opportunities that will see continued growth well into the future.

Our teams continue to innovate and produce outstanding ideas and communications which have won several national awards. The practical side of these campaigns continue to surpass expectations such as 'Slim My Waste - Feed My Face Campaign'. This campaign has kept up it's momentum and is now responsible for thousands of tonnes of food being removed from residual waste for processing saving the city money, improving government targets and reducing our impact on the environment. Our reach and impact grows nationally, as other authorities show a huge interest in our business model and innovative programmes. Our schemes have helped Bristol to become the number one English core city for recycling (44.90%), beating other cities such as Birmingham, Leeds, Liverpool, Manchester and Newcastle. Achieving the national target of 50% recycling rate for a city such as Bristol, with diverse residents and building types will be challenging, but we believe, achievable.

Since April 2018, Bristol Waste's reuse initiative has diverted over 1000 bikes, 250 furniture items and 280 electrical items back to reuse & repair in Bristol. We have also passed on 800 mobility aids to PhysioNet, and 13 tonnes of paint has been diverted from waste and put back into use through Community Repair. In addition, our teams have donated over £3,700 to local Bristol charities from the proceeds of our public reuse events. When the new Household Reuse and Recycle Centres are completed in Avonmouth this year and Hartcliffe next year these totals will escalate.

One year on and my passion for Bristol Waste Company and the city we serve keeps growing and I truly believe this is due to the hard work and dedication of all the staff, and the support we receive from the city council. We have developed a focused business blueprint that gives us a progressive route-map going forward. I have confidence that by working together, Bristol will be a clean and attractive area to live and work, with a positive social and community connection.

Tony Lawless
Managing Director

Chairman's Annual Blog

This year has been one of consolidation for the company with the rebuilding of our senior leadership team, development of our three year business blueprint and our focussed delivery of the vitally important services in partnership with the city and its residents.

This has been challenging due to the dynamics of commodity markets and world trade which have particularly affected plastics, fibre and aluminium. We have mitigated the consequences of these issues by accessing UK based reprocessing facilities to successfully minimise the impacts.

I am pleased to report that as part of our development of the leadership structure, we have bolstered our resources to significantly improve our safety, health, environmental and quality performance and our comprehensive programme of training for all of our people continues.



"I'm proud of what we have achieved to-date and look forward confidently to delivering our business commitments and a great customer focused service, that serves all of our communities in Bristol."

Tom Spaul
Chairman



Here's a brief look at some of our impressive facts and stats of 2018/19



Worked closely with BCC to deliver our contractual commitments.



We kept over 800 miles of streets, footpaths and retail areas clean.



We made 99.8% of collections on time.

We collected over 165,000 tonnes of household waste.



We made over 17 million scheduled collections.



We sent over 79,000 tonnes of waste for recycling and composting.



We generated c.£40m revenue.



- 30 tonnes of reusable items diverted from the waste streams
- 1,000 bikes diverted to reuse and repair
- 800 mobility aids diverted to reuse.



We employ 584 staff.

We operated over 230 vehicles and items of plant.



We reduced waste sent to landfill to 14.8% from 19.7% in 17/18.

Here's to the next 12 months of helping Bristol Waste nothing

Some of our key achievements last year...

Strategic Objective	Action	Benefit
*SHEQ structure & compliance	<ul style="list-style-type: none"> Completed full independent audit and action plan (Stallard Kane) Strengthened SHEQ team Achieved ISO 9001 (Quality) & 14001 (Environmental) status Working towards ISO 45001 (Occupational Health) Produced mental health awareness programme, group training sessions & video 	<ul style="list-style-type: none"> Safety and welfare of employees & residents HSE Compliant Reduction in RIDDOR rates Mental health awareness across every level of the business
Commercial business review	<ul style="list-style-type: none"> Restructured commercial business Set challenging and focussed targets in line with three year blueprint Implemented integrated digital sales systems and process Focused rolling sales reviews 	<ul style="list-style-type: none"> £6M sales revenue contribution over three years £600k surplus contribution over three years Progressive sales pipeline being delivered with new customer awards New product catalogue with dynamic pricing structure
Training & development programme	<ul style="list-style-type: none"> Five new apprenticeships launched Offered continuous employment to graduating apprentices Launched training catalogue Increased learning hours Extended training to other authorities as a paid service 	<ul style="list-style-type: none"> Retention of staff Skills, organisation and succession planning Staff opportunities Business and community development Job enrichment
Update vehicle fleet	<ul style="list-style-type: none"> Funding agreement set up with Bristol City Council 1st tranche of recycling vehicles in-delivery 2nd tranche of refuse vehicles target for arrival in September 2019 3rd tranche of street equipment target for 2020 delivery following assessment of on-going service requirements (continuous improvement changes) Eco-focus on gas to liquid solution 	<ul style="list-style-type: none"> Improves reliability and productivity Projects BWC/BCC in a more professional way Improves morale as good quality equipment makes the work less stressful Improves Eco footprint and reduces Nitrous Oxide emissions. Camera systems added to improve crew safety
Improve waste management methods	<ul style="list-style-type: none"> Award winning campaigns for separation of food waste, recycling and marketing along with three new nominations this year for reuse ie. 'Slim My Waste - Feed My Face' Additional bag for cardboard trialled in Stockwood and additional separation to recycle 	<ul style="list-style-type: none"> Residual waste down by over 4,500 tonnes Waste to landfill down from 19.0% to 14.8% of total waste generated (decrease of 40%) Cost savings through reduced landfill charges and sale of recyclate National recognition as being best-in-class for recycling (no.1 English core city)
Progressive clean streets initiatives	<ul style="list-style-type: none"> Increased graffiti removal by circa 100% New response system for fly-tipping New behaviour and waste management campaigns such as 'Litter Hurts' Implementation of 'Big Belly' bins 	<ul style="list-style-type: none"> Street scene and image cleaner Residents feel safer in communities Removing circa 100% more fly-tipping (twice as much) Behaviour management (re: chewing gum and glass littering) Modern technology compacts waste to reduce litter on floor and number of collections
Delivering the business plan	<ul style="list-style-type: none"> Fully achieved business plan commitments Agreed new payment mechanism Produced progressive three year business blueprint and route-map 	<ul style="list-style-type: none"> Delivered financial surplus, business and KPI commitments Re-investment into modern waste facilities (Avonmouth HRRC) Streamlined structure and overheads

*SHEQ = Safety, Health, Environmental & Quality

Health and Safety has become a passion within the business; we have introduced our ethos of Think Safe, Work Safe, Home Safe.

This year we have focused on getting the basics right, by creating a user friendly and accessible management system that ensures compliance with legal obligations and best practice; joining ESA and benchmarking to WISH guidelines to set foundations that will grow with the business, and the new technologies and opportunities it brings.

We continue the good work already in place, maintaining and refreshing safe working processes such as, near miss reporting, manual handling and vehicle safety. Health and Safety requires investment to keep us moving forward, particularly in people, through training in skills and knowledge for the workforce and their management teams.

We have invested in a new management structure, increasing the level of supervision to give a clearer focus on our roadside activities. We have a new SHEQ team with industry expertise to focus on continuous improvement. We have brought-in external expertise through Stallard Kane Associates to audit and advise across all of our activities. Other health and safety investments include:

- New plant, reducing vehicle movements on our HRRCs
- New electric vehicle and lower emissions collection vehicles, with better visibility and CCTV
- Reviewing the current and future designs of our sites.
- Camera systems added to improve crew safety
- Investing in our staff, improving welfare facilities and protection equipment.



"Our focus moving forwards continues with risk profiling, including business continuity, traffic management and fire prevention."

Training at all levels, which includes reinduction for all of our staff will also continue. A clear and available business management system that contributes towards our aim of adding ISO45001 certification to our existing ISO14001 and ISO9001 standards will be a key objective.



**Think Safe.
Work Safe.
Home Safe.**

New electric vehicle and lower emissions collection vehicles, with better visibility and CCTV.

Perkbox

When Bristol Waste Company first started in 2015, the benefits offered to new joiners was pretty basic.

We wanted to give something back - and we chose Perkbox because it offered flexible benefits, discounts and rewards, ranging from free mobile phone cover, to discounted airport parking. With Perkbox up and running, we will use the platform to embed our company culture and values.



"Perkbox will enable us to message individuals, crews and teams, to recognise high performance and celebrate accomplishments that align with our vision and values."

In addition to this, and in support of our mental health and wellbeing strategy, we can use Perkbox to promote healthy lifestyles, such as healthy diet, exercise etc.



We have continued to invest in our people on all fronts; this has ranged from the launch of our hugely successful training academy through to innovative reward and recognition schemes such as our Perkbox partnership. We are particularly pleased with the programme that we have launched for mental health and well-being, which we see as a progressive service to help our people and raise awareness in what is an emerging workplace and social issue.

Mental Health and Wellbeing Programme

We appreciate that we are dependent upon our staff; and that a healthy and productive workforce is a recipe for peak performance. We also understand that good mental health underpins this.

Our aim has been to promote and support positive mental health and to build the resilience and wellbeing of our staff. We have adopted a three pronged approach to mental health and wellbeing and the first stage of our journey has been to 'start the conversation' and to 'normalise' mental health, in the same way that we discuss physical health.

In June 2019 we launched a short video in conjunction with MIND entitled 'In your Corner'. This was screened across all sites during Mental Health Awareness week and was extremely well received. Our three pronged approach is to cover mental health and wellbeing from all angles: promoting wellbeing and a healthy working culture, to tackle the causes of mental ill health, and supporting staff with mental health problems. Initiatives to support this strategy include:

- Training for all line managers
- Implementation of mental health first aiders
- A wellbeing policy detailing support for employees and managers
- Promoting ways of building resilience
- Organisation drop-in sessions e.g. Citizens Advice Bureau.



**WE ARE ALL
—UNIQUE—**

These initiatives will be on-going and will adapt in line with technological and creative developments.



Bristol Waste Learning and Development Academy

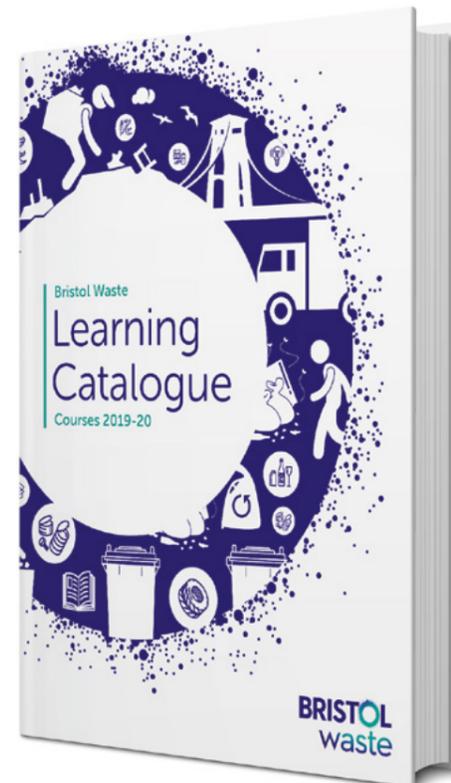
At BWC we absolutely believe that investing in our people is the right approach. Our training programme is fully scheduled well into 2020.

During the last year we have introduced a structured programme to help all employees understand what training they will receive when they join us, to help build-up their skill set to full competency. This starts with a strong core induction which focuses on our ethos, values, behaviours and health and safety, through to site and role specific training. We are however, mindful that we are a diverse workforce with varying learning challenges from reading and writing through to language barriers. With this in mind we have introduced digital learning and video training, blended with traditional classroom based training.



"We have produced a learning catalogue, which we are now sharing with other authorities including Bath and North East Somerset (BANES), as a value-added service."

We have also developed a learning catalogue which outlines role specific training for potential candidates, ensuring people truly understand how we are committed to up-skilling our people. We know that professional and personal development along with great working relationships supports strong mental health and well-being, which enriches the lives of our workforce.





Business Performance

The financial year 18/19 delivered another year of a solid financial performance against plan.

Surplus before Pay Mechanism adjustment of £681k for the year was £55k ahead of our business plan of £626k for the year.

Business Performance Review	2019	2018
	£'000	£'000
Income Statement		
Turnover	39,749	38,228
Cost of Sales	(37,460)	(34,835)
Gross Profit	2,289	3,393
Overheads, interest and taxation	(1,608)	(2,685)
Surplus before Pay Mechanism adjustment	681	708
Pay mechanism adjustment	(355)	-
Surplus for the financial year	326	708
Balance Sheet		
Fixed Assets	1,046	564
Current Assets	11,497	8,759
Non-Current Assets	341	299
Current Liabilities	(6,979)	(4,296)
Non-Current Liabilities	(1,956)	(1,550)
Net Assets	3,949	3,776

The Pay Mechanism adjustment was agreed for the financial year 2018/19 with Bristol City Council. This now enables BWC and BCC to equitably share the risk and reward of our financial performance and exposure to the potentially volatile markets for waste disposal and our recyclate income. We are pleased to advise that for the year 2018/2019, the introduction of the Pay Mechanism has resulted in a return to BCC of £355K.

Pay agreements were reached with unions for two years to July 2020 with a fair settlement of 3.2% in the first year and 3.0% in the second. A full organisational structure review was undertaken and implemented ensuring that the business is operating as efficiently as possible. We rolled out the purchase of our new recycling and refuse vehicle fleet with a £12m procurement exercise during the year. The phase in of the new fleet will be completed during 19/20 leading to further operational efficiencies and cost savings. We also completed the move of our Head Office function from a commercially rented office to Ashton Court, which is owned by Bristol City Council and enables us to provide greater income to our shareholder. In the coming financial year we will be:

- Redeveloping our HRRC at Avonmouth at a cost in excess of £1m using our existing reserves
- Seeking to improve our waste handling and processing facilities at Avonmouth, including an additional baling line, to increase income streams and to strengthen business resilience
- Working in partnership with BCC to deliver the new HRRC at Hartcliffe.

Across the board BWC has demonstrated a commitment towards continuous service improvement and this is reflected in the following business performance tables:

Key business metrics 2018/19

Key measures	Actual	Target	Prior year	RAG status
H&S – RIDDOR Incidents	8	<9	10	Better than target
H&S – RIDDOR Frequency Rate	6.4	<18.2	N/A	Better than target
Residual waste - tonnes	99,008	103,018	103,018	Better than target
Household Recycling rate - %	45.7%	50.0%	44.9%	Within 10% of target
Waste to landfill - %	14.8%	25.0%	20.3%	Better than target
Fly-tip collected - tonnes	1,306	1,290	1,290	Within 10% of target

Notes:

H&S RIDDOR Incidents = Target based on BCC 10% reduction on 17/18 figures. However the BWC target is to achieve zero RIDDOR
 H&S RIDDOR Frequency Rate - 1,000,000 x total number of RIDDORs / total hours worked
 Target is BCC 10% reduction from April 18
 Residual waste tonnes are household waste only. Target shown is prior year figure
 Household Recycling Rate % - 50% target set by BCC by 2020
 Waste to landfill % is landfill tonnes as a percentage of total waste (target set by BCC)
 Fly-tip collected target based on prior year performance.

Our performance against targets for 2018/19

Measure of success	BWC target	Actual	RAG status
Collected on time per month – residual waste (595,372 collections)	99.95%	99.86%	Within 1% of target
Collected on time per month – recycling/inc. food (930,038 collections)	99.95%	99.91%	Within 1% of target
Collected on time per month – garden waste (85,210 collections)	99.95%	99.23%	Within 1% of target
Rectified within SLA	99%	97%	Within 2% of target

DEFRA 2017/18 data (2018/19 not yet published)

BWC performance against English Core Cities is impressive:

Authority	Percentage of household waste sent for reuse, recycling or composting
Bristol City Council	44.9%
Manchester City Council MBC	38.6%
Leeds City Council MBC	38.4%
Newcastle-upon-Tyne City Council MBC	38.0%
Sheffield City Council	30.7%
Nottingham City Council	29.9%
Liverpool City Council	26.6%
Birmingham City Council	20.7%

Authority	Residual household waste per household (kg/household)
Manchester City Council MBC	437.9
Bristol City Council	462.9
Newcastle-upon-Tyne City Council MBC	518.3
Sheffield City Council	530.7
Liverpool City Council	539.9
Leeds City Council MBC	554.5
Nottingham City Council	582.0
Birmingham City Council	728.3
Leeds City Council MBC	398.7



Our Responsive Approach (continued)

Internal change

2018 saw us trial a new way of cross departmental working in order to drive down costs, customer complaints and recover more Waste Electronic & Electrical Equipment (WEEE). Our first stage 'Are you taking the WEEE' project focused around educating crews in an attention grabbing and highly visual way. As well as having new leaflets and training about what types should be collected, a giant installation of actual electronic equipment was placed in the Transfer Station, as well as visual reminders in crew cabs. This increased the capture rate on the previous year by 37%. Plans are being made for the public facing second stage - 'We're taking the WEEE'.

Delivering our Business Routemap



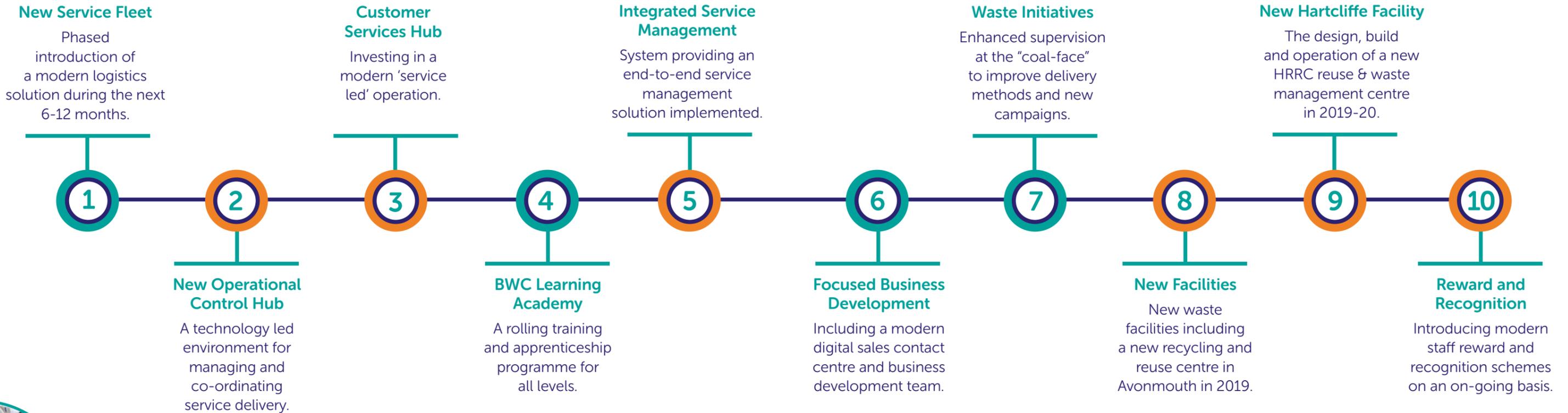
Delivering an outstanding service

Performance relative to our three year business routemap milestones

Key:

Green Disc = Completed

Orange Disc = Work in progress



"We developed and launched a visionary three Year Business Blueprint. At the core is a clear route map that keeps us focused on deliverable performance."

CSF 1 - Reducing waste at source



Dealing with improving waste management at source. Managing the increasing cost of waste collection and treatment. Absorbing the housing and population increase. Continuous improvement in quality and quantity of recyclables. Developing new collection methods / initiatives. Driving further reduction in residual waste.

Our plans include: Introduction of new additional recycle container. Planning of more efficient routes to optimise quantity of collection. New efficient fleet to carry greater quantity of waste.

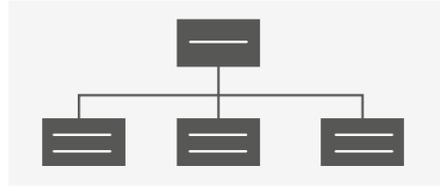
CSF 2 - Financial



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

Our plans include: Smart procurement of new fleet and logistics tail, cost down programmes looking at insurances, ITC and smarter waste recycling.

CSF 3 - Organisation



Our plans include: Implementing a change programme of organisational alignment. Continued development of the BWC Learning Academy. Delivering a modern reward and recognition scheme. Specialist recruitment programme for senior leadership team and launch of an executive development programme. Excellence awards scheme with star plan programme. Improved internal communication with bulletin boards, cascade briefings, brainstorming workshops and open-door approach at every level. Relocation into new council owned premises.

Creating an environment with the right people, in the right places doing the right jobs. Embracing a change culture for continuous improvement. Building a robust leadership team. Linking sustained good performance with rewards. Creating an enterprise with continuous career opportunities and not just a job-for-life.

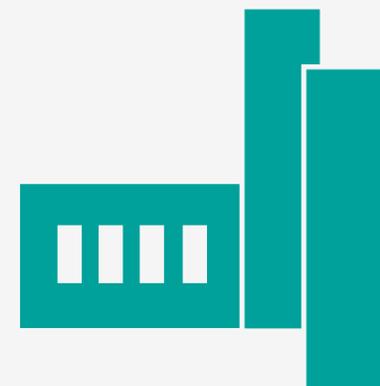
CSF 4 - Ward focused operations



Working together to influence resident behaviour changes, particularly with hot-spots, graffiti control, improved recycling etc. Managing a programme of controlled marketing and PR. Enabling closer neighbourhood partnerships. Supporting strategic initiatives such as Clean Streets and the One City Plan. Helping to develop and implement waste enforcement and reduction regimes.

Our plans include: Integration of customer care and engagement teams. Marketing and PR programme of impact events. Regionalised 'Ward-Focused' operations.

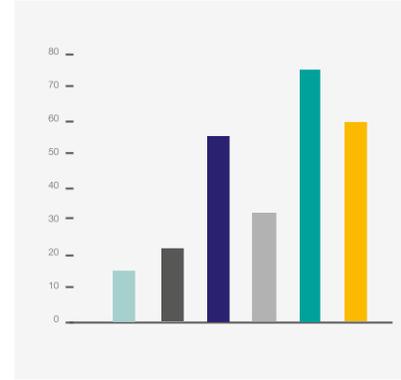
CSF 5 - Improved waste facilities



Redevelopment of Hartcliffe facilities. HRRC upgrade at Avonmouth and potential third site (with reuse centres).

Our plans include: The design, redevelopment, project management and mobilisation activities for the facilities at Avonmouth and Hartcliffe. Avonmouth will be operational by Q3 / Q4 2019 and Hartcliffe by Q3 2020. These will include modern reuse centres. We are sourcing a new management hub that will allow us to attract and retain good people. This will include interactive operations and learning centres. We will have a rolling programme of facility enhancements to provide amenities for our people that are fit-for-purpose. Provision has also been made for a second baler facility at Avonmouth to provide us with dual redundancy in a business-critical area.

CSF 6 - Commercial



Delivery of a structured commercial enterprise that is geared to exceed the ten year business plan commitment of £14.1m growth contribution in revenue.

Our plans include: Remobilisation and restructure of our commercial sales team. Integration of service delivery with the wider business operations. Introduction of a modern digital sales led solution. Focused CRM application. Introducing a tiered sales approach focused at tier one higher-value strategic partnerships and tier two volume / commodity sales. Progression into higher value soft FM service solutions.

CSF 7 - Alignment

How we align Bristol Waste with BCC strategic vision and targets.

Our plans include: We will change the current BWC vision, values to be in-line with the proposals contained in our business plan. During the next 12 months, our change plans will embrace and enforce a core vision and value that is totally in-line with BCC. Our plans include team roadshows, a management conference and cascade briefings that will be supported with good internal communications.



CSF 8 - Safe working environments



Sustained delivery of the SHEQ plan, work-based welfare programme and continuous improvements. Ensuring that a SHEQ culture is at the heart of everything we do. Ensuring compliance management and retention of core licenses. Looking out for our people.

Our plans include: Appointment of expert head of SHEQ at director level. Organisational changes to increase team capacity and skills. Active "director level" participation in WISH and other professional forums. Continuous improvement and introduction of self-directed SHEQ systems, monthly toolbox talks and learning academy programme for all staff. An active work-based welfare solution.



"An active work-based welfare solution for all our employees."



CSF 9 - Relationships

Building and managing key relationships and management interfaces from a position of trust and integrity including; continuing to strengthen the relationship with BCC representatives at all levels; Re-building relationships with West of England; remobilising with current and new commercial customers. Also to include continued development with wards, business and residential communities at all levels to ensure a strong social connection and impact.

Our plans include: Continued close-working and communications with shareholder Liaison. Cascade / Howgozit meetings with regular flash-reports. Arrangement of collaboration sessions with West of England. New service product launch campaign with commercial customers. Introducing a 'digital' key account management solution. Regionalised 'Ward-Focused' operations.



CSF 10 - Emissions and eco

Working closely with BCC to ensure the new vehicle fleet maximises use of electrical power and gas-to-liquid fuel to reduce nitrous oxide levels within the region.

Our plans include: Continued re-routing initiatives to reduce mileage via 'new-ward' strategy. Smart procurement of new evolving vehicles with increased capacity and eco friendly fuel sources. Refurbished 'milk-float' initiative for graffiti removal and bin deliveries throughout the city centre.

Strengthening Partnerships

We are pleased to report that in the 2018/2019 period we continued to make good progress on a number of fronts.

First, we had another year of delivering award winning waste management campaigns and of course our business plan commitments. All this against the background of a volatile global recycling market and organisational changes.

We are absolutely focused on long-term, sustainable shareholder value creation, and doing so by promoting the best interests of shareholders alongside those of our employees, Bristol City Council, customers, and the societies and communities in which we work. Bristol Waste has a clear strategy to complete and embed the transformation of the business and position it for long-term success in the region. We are on track to achieve this through a focused business blueprint, a highly effective management team and a committed workforce that cares passionately about Bristol, the environment and waste service delivery.

Looking beyond 2019, the rate of service improvement and business growth will increasingly depend on a blend of activities that are predicated on a number of initiatives including:

- **Reducing waste at source** through innovative programmes and investments; achieving this through closer collaboration with local suppliers, manufacturers, businesses and communities
- Introducing eco-focused initiatives that contribute to **reducing nitrous oxide impact** to the region
- Service operations that are **'ward-focused'**
- Our ability to grow through commercial and innovation enterprise
- Keeping overheads constant or reducing them further.



"We have come a long way during the last 12 months and remain on track with our plans."

We would like to thank Bristol City Council and all colleagues in the business for their efforts in helping Bristol Waste achieve a very successful 2018 / 2019 year, and for their continued support in helping Bristol Waste to be a superb provider of integrated waste services that we can all be proud of.



helping Bristol Waste nothing

For a greener Bristol, this document is only available in a digital Flick Book format.

helping **Bristol Waste** nothing



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waste

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