



Author/Lead Officer of Report: Alastair Black -Waste Strategy Officer

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Report of: *Simon Green*

Report to: *Cabinet*

Date of Decision: *18th January 2017*

Subject: *Waste Management policies*

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|--|---|--|
| Is this a Key Decision? If Yes, reason Key Decision:- | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| - Expenditure and/or savings over £500,000 | <input checked="" type="checkbox"/> | |
| - Affects 2 or more Wards | <input checked="" type="checkbox"/> | |
| Which Cabinet Member Portfolio does this relate to? <i>Cllr Bryan Lodge –Member for the Environment</i> | | |
| Which Scrutiny and Policy Development Committee does this relate to? <i>Economic and Environmental Wellbeing Scrutiny Committee</i> | | |
| Has an Equality Impact Assessment (EIA) been undertaken? | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| If YES, what EIA reference number has it been given? <i>363 and 489</i> | | |
| Does the report contain confidential or exempt information? | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:- | | |
| <i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i> | | |

Purpose of Report:

The Council is seeking to secure savings in the cost of the Integrated Waste Management Contract (IWMC) with Veolia to deliver against its budget. The Council continues to review the current contract model which would significantly reduce the cost of waste services and to allow for a more responsive, flexible and sustainable service in the future.

The purpose of this Cabinet report is to recommend changes be made to how the front line service could be delivered to realise a saving on the costs of providing waste services in the City. Proposals outlined in 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9 and 2.10 will be implemented after further evaluation with the service provider and found to be financially viable.

The key reasons for these recommendations are:

- To provide the opportunity to introduce new ways of working to increase efficiency and reduce costs, while allowing an income to be generated where allowed, benefiting both the Council and residents.
- To provide clear parameters to residents as well as the future service provider on how Waste services will be delivered.

Recommendations:

It is recommended that Cabinet give approval:-

- i) For the implementation of new polices as set out in the report and accompanying appendices so as to provide clear parameters to residents as well as the service provider on how Waste services will be delivered to residents in the City.
- ii) Delegate authority to the Director of Business Strategy and Regulation, in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance and the Cabinet Member for Environment to take such steps appropriate to implement the polices outlined in this report.

Background Papers:

- 1) Findings of the Review of Household Waste Collection Services; Economic and Environmental Wellbeing Scrutiny Committee report to Cabinet, 11th January 2012.
- 2) House of Commons Library, Standard Note: 05988, Bin Collection – Alternate weekly collection, 17th October 2011
- 3) Cabinet Report - Waste Collection Service from 2012/13, 15th February 2012
- 4) Individual Cabinet Member report - Changes to Waste Management Abandoned Vehicle Enforcement Policy, July 2016

| Lead Officer to complete:- | |
|---|--|
| 1 | I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required. |
| | Finance: Alison Chambers |
| | Legal: Deepak Parmar |
| Equalities: Annemarie Johnston | |
| <i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i> | |
| 2 | EMT member who approved submission: <i>Simon Green</i> |
| 3 | Cabinet Member consulted: <i>Cllr Bryan Lodge</i> |
| 4 | I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1. |
| | Lead Officer Name: <i>Alastair Black</i> |
| | Job Title: <i>Waste Strategy Officer</i> |
| Date: <i>22nd December 2016</i> | |

1. PROPOSAL

Background

- 1.1. In order to maintain the delivery of its Strategic priorities while achieving targets for budget reductions, the Council is reviewing its current Integrated Waste Management Contract (IWMC) with Veolia. The final outcome of the review is yet to be determined.
- 1.2. A key outcome of the review, in addition to reducing the cost of delivering the service, is to create a more responsive, flexible and sustainable service in the future.
- 1.3. The last major change to the Waste Service in order to achieve a budget saving was the introduction of alternate week collections in 2012. Since then the Council has continued to face budget pressures. The Waste Management Service has continued to explore further budget saving options.
- 1.4. In 2015 the Council identified further possible savings related to the waste service and a City wide consultation exercise was held on the options being considered. However these were never implemented as the savings identified could not be fully released from the IWM Cat that time. As such, a decision was taken not to implement them.
- 1.5. As part of the contract review the Council has identified potential changes to how the service is delivered that would contribute to the required saving as well as improving the service offered to residents. The Council's Waste Management policies have been updated to reflect these changes and is contained in Appendix one.

2. Proposed changes to current waste polices

2.1. Change to the Recycling Collection Service

- 2.1.1. It is proposed that households who currently have a 55 litre blue box would have it exchanged for a 240 litre brown bin. This bin would be used for recycling glass, cans and plastic bottles. The existing 140 litre blue bin would be provided for recycling paper and card.
- 2.1.2. The bin will be brown so as to ensure consistency across South Yorkshire, currently Barnsley use a brown bin to collect recycling glass, cans and plastic bottles. The Council has the aspiration to work more closely with neighbouring South Yorkshire authorities,

aligning our waste services where possible, as part of the Sheffield City Region agenda.

2.1.3. There would also be the opportunity to increase the types of plastics taken, currently only plastics bottles are collected, however, this proposal would be dependent on an affordable and sustainable disposal outlet being found.

2.1.4. Residents will still receive a recycling collection every two weeks, however due to the increase in capacity provided by the new 240 litre bin, each recycling bin would be emptied on a four week cycle. There would be no changes to the general waste collections. The illustration below details how the service will operate over a four week period.



2.1.5. Recycling collections are currently undertaken by specialised 'twin pack' vehicles. These are specialised vehicles whose body is split 70/30, with glass, cans and plastic bottles going in one side and paper/card in the other. By removing the box there would no longer be a need for these types of specialist vehicle, therefore the cost of the service would be reduced as standard collection vehicles could be used. The productivity of the crews would also increase as they would only be handling one bin, not a bin and a box.

2.1.6. So as to ensure the service is operating as efficiently as possible the collection day for general waste and recycling may not be the same day of the week.

2.1.7. Properties that currently are unable to recycle plastic bottles, such as flats and maisonettes will have the opportunity to recycle them with cans and glass bottles.

2.2. Changes to collections times.

- 2.2.1. Currently bins and boxes are collected Monday to Friday, including Bank holidays, from 7am. The changes would allow for collections to start from 6am and continue throughout the day until 9pm Monday to Friday. Collections of shared containers/at flats and maisonettes could also take place on weekends between 7am to 4pm.
- 2.2.2. The changes will allow the service provider to have greater flexibility around the times and days of a week when waste collections can take place, including working at the weekend.
- 2.2.3. The increased flexibility will allow for greater efficiency in the use of the vehicles, allowing the service provider to fully exploit the use their fleet, enabling a smaller one to be retained, reducing the cost of delivering the service which should in turn reduce the cost to the Council.

2.3. Introducing a charge for containers

- 2.3.1. Through the IWMC, the Council currently provides all containers for waste and recycling collections free of charge, including to all new developments in the city. Containers also are repaired and replaced through wear and tear free of charge.
- 2.3.2. Under the Environmental Protection Act 1990, the Waste Collection Authority may specify the size, construction and maintenance of receptacles to facilitate waste collections and can require payment for the provision of waste receptacle(s).
- 2.3.3. Securing an income against the cost of providing containers will reduce the costs of the service.
- 2.3.4. A charge will be made for new or replacement bins for general waste, including successful larger bin applications. The price will be set at £20 per container for households who have their own containers. The bins will remain the property of the Council.
- 2.3.5. Where a bin is damaged by the collection crew or is reported to have gone into the back of the collection vehicle then the customer will not be liable for the cost of a replacement. However it must be reported within two working days from when the collection took

place.

- 2.3.6. There will be no charge for reducing the size of a general waste bin.
- 2.3.7. Householders are able purchase their own bins, but it must be at the capacity allocated for their household, of the correct colour, meet the specification set out by the Council, including the BS EN 840 quality standard, and the householder must agree to the Council's terms and conditions. If this bin does not meet these criteria it will not be emptied. Unsuitable bins may cause injury to staff and/or damage to the collection vehicle.
- 2.3.8. Unless authorised by the Waste Management Service, household waste not contained within an approved container will not be collected and will be treated as fly tipping.
- 2.3.9. Where bins are shared at a property, the developer, landlord or managing agent will be responsible for proving the containers. A new container will be set at £20 per individual property allocated to using the container supplied, based on the Council's capacity allocation.
- 2.3.10. Developers/Managing agents and landlords will be able to buy containers from the Local Authority or from a third party (subject to meeting the specification set out by the Council, including the BSEN 840 quality standard and agreeing to the Council's terms and conditions) so as to ensure they are the correct standard/quality. Where necessary the Council will make arrangements to ensure they are fitted with the correct Radio-Frequency Identification (RFID) chip and display the correct livery.
- 2.3.11. The Council will ensure existing shared containers are retro fitted with an RFID chips at no charge. However following their introduction and after a publicised date, those bins without a RFID chip will not be emptied. The Council will work closely with landlords and managing agents to ensure a smooth roll out.
- 2.3.12. A replacement/new container will be delivered with 5 working days if it is an existing property receiving waste services. New properties where no waste services have previously been provided will receive new containers within 10 working days.
- 2.3.13. Recycling bins provided for glass, can and plastic bottles, as well as for paper and card will continue to be provided for free to all

property types.

- 2.3.14. A £20 charge will apply for all green bins (for the collection of garden waste) where the householder subscribes to the service and does not currently have a green bin, or needs to replace a lost/damaged or stolen bin.

2.4. Shared containers

- 2.4.1. In some parts of the city there is limited space for every household to store and present the various containers for waste collection. This includes areas of the City where there are lots of steps to the pavement from where there waste containers would normally be stored. As such, some residents choose not to move their containers after emptying and which can become a local environmental issue including blocking pavements.
- 2.4.2. In some situations it may be a more practicable solution in a certain locality for a small number of bigger bins to be provided for households to share and a saving may be achieved by reducing the time taken to empty fewer bins.
- 2.4.3. Different neighbourhoods will have different considerations and clearly, identifying a suitable area to store shared bins is a clear requirement for their introduction. Therefore before implementing any change each community would be subject to further consultation on any proposals.
- 2.4.4. This policy would not apply across the City and the vast majority of households will continue to have individual containers. Assisted collections will not be affected by this proposal and where households qualify to receive this service containers will continue be collected from their storage point, emptied and returned.
- 2.4.5. Container's will be provided for free if introduced under the shared container scheme.

2.5. Allocation of waste capacity provided to households with their own bin

- 2.5.1. Households are allocated as standard, a 240 litre bin for the collection of general waste. The 'larger/additional bin' policy provides the only means by which additional collection capacity may be provided to a household. Customers can also request a smaller general waste bin, 140 litres, to replace the 240 litre bin.

2.5.2. The following size and number of bins will be provided for general waste based on the number of permanent occupants:

| | |
|-------------------------|---|
| 1-5 residents: | 240 litre bin |
| 6-9 residents: | 360 litre bin |
| 10-11 residents: | 1 x 360 litre bin + 1 x 140 litre bin |
| 12 + residents: | Additional 30 litres for each additional permanent occupier |

2.5.3. The following size and number of bins will be provided for recycling based on the number of permanent occupants:

| | |
|-------------------------|--|
| 1-5 residents: | 140 litre bins for paper and card and 240 litre bin for mixed recycling |
| 6-9 residents: | 240 litre bin for paper/card and 360 litre bin for mixed recycling |
| 10-11 residents: | 1 x 360 litre bin + 1 x 140 litre bin for mixed recycling 240 litre bin for paper/card |
| 12 + residents: | Additional 15 litres for each additional permanent occupier for mixed recycling and an Additional 20 litres for paper/card |

2.6. Allocation of waste capacity provided to households who share a bin, excludes sheltered and supported living and purpose built student accommodation

2.6.1. Residents living in flats and maisonettes will be generally provided with shared/communal containers for the collection of waste including recycling. A minimum of 85 litres collection capacity per dwelling per week will be provided for general waste, with an additional 15 litres per week for every additional average number of occupants (across all households) above 3 permanent occupiers.

2.6.2. A minimum of 55 litres of recycling collection capacity per dwelling will be provided for mixed recycling including plastic bottles. An additional 15 litres per week for every additional average number of occupants above 3 permanent occupiers.

2.6.3. A minimum of 33 litres per collection will be provided for paper/card with an extra 10 litres per week for every additional average number of occupants above 3 permanent occupiers.

2.6.4. The policy will be implemented when the revised recycling service is introduced.

2.7. Allocation of waste capacity provided to supported and sheltered living and purpose built student accommodation

- 2.7.1. Due to the way in which purpose student accommodation is built and let, generally single bed studios exclusive to students; capacity will be allocated based on the number of beds granted as part of the properties planning permission. This ensures that the capacity is set based on the maximum number of residential spaces and therefore no changes are needed to be made between academic years due to changes in the number of occupants.
- 2.7.2. Residents living in purpose built student accommodation will be provided with shared/communal containers for the collection of waste including recycling. A minimum of 55 litres collection capacity per bed per week will be provided for general waste.
- 2.7.3. Residents living in purpose supported and sheltered living accommodation will be provided with shared/communal containers for the collection of waste including recycling. A minimum of 55 litres collection capacity per household per week will be provided for general waste.
- 2.7.4. A minimum of 28 litres of recycling collection capacity per dwelling per collection will be provided for recycling glass, cans and plastic bottles.
- 2.7.5. A minimum of 17 litres per collection will be provided for paper/card

2.8. Allow charges to be made to landlords/property managers for the collection of excess waste/contaminated recycling from shared containers

- 2.8.1. To ensure that landlords/managing agents support their tenants in correctly managing the waste they produced a charge can be made for the emptying and resetting of contaminated recycling containers (one free reset every 12 months). Currently contaminated communal recycling containers are emptied for free, with no restrictions on the number of resets.
- 2.8.2. The waste collected from contaminated recycling containers is sent to the Energy Recovery Facility as it cannot be recycled. This is a cost to the Council as additional vehicles have to be used to deal with this issue and has a negative impact on the Council recycling performance.

- 2.8.3. The new policy allows landlords/managing agents to either remove the contamination themselves or pay for a service that covers the Council's cost for carrying out this activity.
- 2.8.4. Landlords and managing agents will also have the option to pay for the emptying of heavy or overloaded bins and the clearing of waste left on the floor of bin storage areas due to misuse.
- 2.8.5. Landlords and property managers will also have the option to pay for additional waste capacity will be provided, up to an additional 20% of the allocated capacity based on Council allocation policy.
- 2.8.6. All charges, which will exclude disposal costs, will be updated yearly to reflect the additional cost to the Council of providing these.

2.9. Install weighing equipment on collection vehicles to monitor the amount of waste and recycling from shared containers

- 2.9.1. To enable the Council to provide targeted information and advice to residents who share a bin so as to ensure they get the most from their waste services, shared containers will be fitted with a Radio-Frequency Identification (RFID) chip. The refuse collection vehicles used for collections at flats will include bin weighing equipment to record the amount of waste being collected per collection.
- 2.9.2. The RFID chip will not hold any personal data and the information held will not identify the amount of waste generated by individual properties. RFID chips will not be fitted to bins provided to individual properties.
- 2.9.3. The information will be used to better understand how residents are using the waste services, identifying where additional support is needed to help residents fully utilise the services provided. The new information will also aid the Council to tailor its communications and resources to tackle outstanding issues; as well as giving full visibility of when bins are not emptied.
- 2.9.4. The fitting of the weighing equipment on the vehicle also allows the vehicles to be used for commercial waste collections as well as domestic services which may provide efficiencies in the collection processes and allow the Council to develop a commercial waste collection offer to businesses in the City which in turn would help deliver efficiencies in our domestic waste and recycling collection services. This could create a revenue stream to the Council that currently doesn't exist meeting the Council's Commercialisation

agenda.

2.10. Changes to assisted collection approval process

- 2.10.1. Where a medical issue exists that means residents are unable to place their containers out for collection they can make an application for an assisted collection. Where necessary they may need to submit relevant information, as detailed on Appendix 2, to support their application if the Council is unable to verify the entitlement through its own records.
- 2.10.2. Anyone who applies and is aged over 75 (with no other medical issues) will automatically be eligible for an assisted service. Where the Council is unable to verify their application based on age, further information will be required to be submitted by the applicant to confirm their entitlement. These are detailed in Appendix 2.
- 2.10.3. The assisted collection service means the containers remain on the property on collection day, with the crew collecting and returning the containers after emptying to their usual point of storage on the property. The service is provided free to residents and ensures equality of access to the service provided.
- 2.10.4. This service will be provided following a successful application where an application is received from a resident aged 75 or over, or where the resident is under 75 and meets one or more of the following criteria:
- Registered blind or partially sighted
 - Hold a blue badge for parking
 - Receive the higher rate of care component of Disability Living Allowance or enhanced daily living component of Personal Independence Payment
 - Receive the mobility component of Disability Living Allowance or enhanced mobility component of Personal Independence Payment
 - Receive the War Pensioners' Mobility Supplement
 - Living alone or with a carer
- 2.10.5. Residents who apply and do not meet the criteria set out in 2.10.1 or 2.10.2 may be granted a temporary assisted collection if there is a need for this service for a set period of no more than six months. This may be due to an illness, pregnancy or recovery from an operation or injury. A repeat application can be made at the end of each agreed period. Permanent and temporary assisted collections will only be provided where there is no-one living within the

household aged 16 or over that can present the waste and recycling containers to the kerbside for collection.

- 2.10.6. Applicants will be asked to provide details of all people living at the property, their age, reason for requesting the service. The Council will provide an assisted service if no one else in the house can place the containers out for collection. The Waste Management team will assess all applications and determine the outcome. All applicants will receive written confirmation of the decision. The location at which the containers should be left for collection is to be agreed between the customer and the service provider. Where no agreement is made, the Waste Management team will decide on the location.
- 2.10.7. Currently no verification checks are undertaken for larger bin requests. Residents applying for larger bins will be required to show their eligibility; again the Council will attempt to verify their entitlement using its own records. Where the Council is unable to verify entitlement through its own records applicants will be asked to provide documentation that substantiates their entitlement.
- 2.10.8. Residents with shared bins can request an adjusted service if they have an age related or medical condition which means they cannot use the containers provided. These would be assessed on a case by case basis.
- 2.10.9. Only new applicants or those due a verification check, which take place every 3 years, will be required to comply with the policies outlined above when implemented.

2.11. Changes to the collection of side waste

- 2.11.1. Under the current policy, for two general waste collections after Christmas day, residents are able to place extra waste out for collection next to their black bin.
- 2.11.2. The new policy will mean that side waste is only taken when residents scheduled collection day is affected, either due to public holidays such as Christmas and New Year's Day or when adverse weather such as heavy snow delays collections.
- 2.11.3. The Council will communicate to residents when side waste can be placed out for collection. Residents will still be able to place out extra paper and card for collection, however side waste containing glass, cans and plastic bottles will not be collected.

3. HOW DOES THIS DECISION CONTRIBUTE?

- 3.1. The changes recommend in this report contribute to the 'Being an In touch Organisation' and 'Thriving Neighbourhood and Community' priorities identified in the Council's Corporate Plan 2015 – 2018. This is through reducing the cost to the Council of providing waste services and making the best use of public money to have the greatest impact for Sheffield. The changes also seek to be innovative through finding new approaches and being open to different ways of doing things and seeking out new ideas.
- 3.2. Waste Services are a cornerstone of the thriving neighbourhoods and communities' priority ensuring our city is clean and tidy.
- 3.3. Delivering a budget saving by altering how waste services are delivered will make a contribution to the Council's savings target, while improving the service offer.

4. HAS THERE BEEN ANY CONSULTATION?

- 4.1. An on-line public consultation was carried out between 8th August and the 15th September 2016 on the proposals being considered within 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9 and 2.11. The consultation was split, with a questionnaire for residents who have their own individual containers and those who share waste containers at flats and maisonettes. A drop in session was also held for landlords and management agents on the 5th September. A breakdown of the consultation responses can be found in Appendix 2.
- 4.2. Following the consultation the Council took the decision, based on the responses received, not to change the length of time taken to return for a missed collection from one day to up to five working days.
- 4.3. An on-line public consultation was carried out between 15th September and 23rd October 2015 for the proposals being considered within 2.10. To support the consultation, a Focus Group took place at the Town Hall on 6th October and the details of the consultation were sent to the following groups:
 - Equalities Hub Network
 - Sheffield Pensioners Action Group
 - Sheffield Young Carers

- Sheffield 50 Plus
- Disability Sheffield
- Access Liaison Group
- Sheffield Carers
- Royal National Institute of the Blind
- Help the Aged
- Age UK
- Age Concern

4.4. A breakdown of the consultation responses for the proposal outlines in 2.10 can be found in Appendix 3.

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality of Opportunity Implications

5.1.1 Equality Impact Assessments have been undertaken for the proposed changes, the outcome of the assessments is detailed below;

- i) EIA 489 (Review of Assisted Collection Policy) - The proposed changes to the assisted collection policy were noted to have no significant positive or negative equality impacts. The changes will have an impact, albeit at a low level, as applicants will need to provide some form of evidence that demonstrates that they are entitled to the service. The biggest impact will be for those residents who currently receive the service due to their age. However, the service will still be provided if they are unable to present the bin for collection due to a medical or physical condition. The impact is further minimised as the policy change will be implemented over time with those already using the service only being required to meet the new criteria when their application reviewed, which is every 3 years. However, once approved, the new criteria will be used for all new applicants. The proposed policy of charging for black and green bins may negatively impact social cohesion if customers choose to avoid payment for replacement/ new containers and obtain them from other properties.
- ii) EIA 363 (Changes to Household Waste Collection Service) - Overall there are no significant differential equalities implications due to the implementation of this proposal. There potentially may be some low negative impact for customers with reduced mobility, some older people, pregnancy/ maternity, carers, low income households and social cohesion. These impacts are mitigated through the assisted collection scheme and through communications to residents.

6.0 Financial and Commercial Implications

6.1 The Council believes that savings to the cost of the Collection Service can be achieved through different ways of working. This includes introducing policy changes that increase operational efficiencies by offering more flexibility in how the services are delivered.

- 6.2 However, it should be noted that the true cost to the Council of all the services will not be known until the proposed services are priced by the service provider, therefore will only be realised when the alternative service provision is in place.

7.3 Legal Implications

- 7.1 The duty of local authorities to collect and dispose of household waste is set out in Section 45 of the Environmental Protection Act 1990.
- 7.2 Section 46 of the Environmental Protection Act 1990 will allow the Council to set a charge to provide new/replacement bins to occupiers. Occupiers will also have the option of sourcing their own bin as long as it conforms to the size and construction of the bin as set out by the Council.
- 7.3 Section 1 of the Localism Act 2011 gives the Council the right to exercise the general power of competence. It therefore allows the Council to provide a discretionary service of decontaminating bins. The money charged to residents can only be cost recovery as set out in s3 of the Localism Act 2011.
- 7.4 Schedule 2 of the Controlled Waste Regulations provides that local authorities may charge for the collection of garden waste. The disposal/ treatment cost for the material collected is retained by the Authority.
- 7.5 The Council will also discharge its responsibility under any relevant legislation relating to implementing the new policies.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 The Council could continue to provide the current services in the current manner; however this would restrict the service provider to ability to create a more cost effective, more responsive, flexible and sustainable service in the future.

9. REASONS FOR RECOMMENDATIONS

- 9.1
- 1) To provide the opportunity to introduce new ways of working in the Collection Service to increase efficiency and reduce costs, while allowing an income to be generated where allowed, benefiting both the Council and residents
 - 2) To provide clear parameters to residents as well as the future service provider on how Waste services will be delivered.

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