



CASE STUDY - FACILITIES MANAGEMENT

DOING THE RIGHT THING, THE RIGHT WAY

HIGHLIGHTS

- ▶ Sustainable solutions at **61 establishments** across the UK.
- ▶ **Mobilisation within 4 weeks** of contract award.
- ▶ Engaging an average of **100 service partners** to deliver complex service solutions.
- ▶ **98% on-time** service success.
- ▶ **£498K of annualised savings** recommended.

OPERATING AN OUTSOURCED DELIVERY MODEL

We were awarded the contract to provide waste collection services at 61 establishments throughout Britain. This estate provides many complex service challenges ranging from access and security to managing both the expectations of the end user as well as the facilities management provider. The most significant challenge in the award of this contract was the four week mobilisation timeline.

Given the timeframe involved and the distinct lack of information available, the interim solution and actions were to ensure that the current suppliers remained in situ, **safeguarding continuity of services**. Once the initial mobilisation process had been completed we undertook a full review of all services and service providers. The purpose was to ensure that we provided the most **cost effective** and **innovative solutions** that meet the needs of each site. Following extensive site audits and service partner reviews we recommend changes that deliver **£498K of annualised savings** to the customer.

OVERVIEW



The benefits of our delivery model

We operate an outsource business model as opposed to the traditional self-delivery model. What makes us proud is our ability to **optimise and add value** to the services received by our customers. Not owning bins, trucks and facilities provides us with the **flexibility** to source the **highest quality** and **best-fit service providers**. We believe that innovation happens in the smaller regional businesses. We are focused on bringing the best of this to our clients. We have a **track record of engagement** with our service partners to deliver **operational success, landfill diversion and improved recycling rates** that exceed expectations.

The benefit of our model is that we can work with service partners to deliver the highest quality of service in each part of the country. We aren't limited by our own operational capability. We work with multiple service partners in all key towns and cities across the UK. By doing so, we can operate on a three strikes rule. If a service partner provides a level of service that doesn't meet our needs we will work with them to resolve issues. Where a suitable resolution cannot be found, our team will engage with alternate service partners. This is done so that our **clients always receive the best service levels possible**.

Once the specification for services had been agreed, we **engaged** with service partners to mobilise **optimised waste solutions**. Key stakeholders were all issued a GANTT chart mobilisation plan which tracked changes, actions and responsibilities. This shared communication ensured **minimal impact** on sites **during transition**.

National Solutions Delivered Locally

Our goal is to work with Small and Medium Enterprises rather than national service providers. SMEs play a significant role in most economies and are essential contributors to job creation and global economic development.

Our SME service partners are selected because they deliver exceptional 98% of services on-time. They're also selected because SMEs play a vital role in creating Social Value at a localised level.

- ▶ 87% of services delivered by SMEs
- ▶ 12% of services delivered by Large companies
- ▶ 1% of services delivered by local authorities

We're committed to year-on-year increases in the number of services being delivered by our SME service partners.

Bespoke Management Information

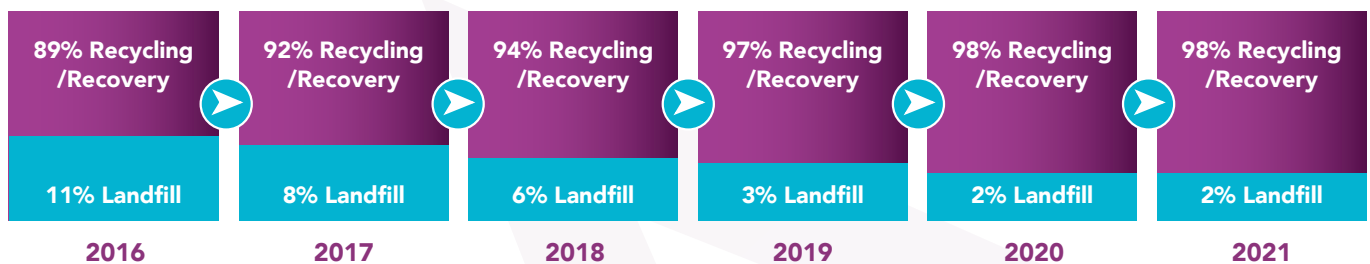
Our HUB portal is used to provide a suite of standardised reports for our client to use on a daily basis. In addition to this, we also provide bespoke data analysis. This includes analysis on trends, issues and actions required to maintain service success standards. We provide feedback on the financial and environmental impact of ad-hoc collection services and our reports also track overall expenditure against budgets. **By applying a simple red, amber, green flag to performance at a site level, we're able to focus on delivering further engagement to maximise the environmental and financial benefits of managing waste as a resource.**



Services Provided

We provide a total waste management solution which encompasses various waste streams and service solutions such as the following:

- ▶ Trade waste / Skips / RoRo work
- ▶ Compactor / Baler provision
- ▶ WEEE clearances
- ▶ Fluorescent tubes disposal
- ▶ Contaminated mattresses / clothing disposal
- ▶ Hazardous waste disposal
- ▶ Animal faeces
- ▶ Cleaning
- ▶ Clinical waste
- ▶ Confidential data destruction



By January 2016 we achieved a **landfill diversion rate of 89%**. This meant that just over **1,300 tonnes of material** was being recovered or recycled each month. Our vision and commitment means that we are always reviewing services to seek continuous improvements. **89% landfill diversion** would be enough for most suppliers and customers. However, we are proud that we're able to challenge this culture and invert the waste hierarchy.

In January 2020 we delivered **98% recycling and recovery & 2% landfill**. Year on year we have managed more material overall. Whilst this has presented challenges, the work done by our Sustainability Managers has allowed us to consistently increase the diversion rate. The result was that **circa 2,000 tonnes of material was diverted from landfill** in a single month.

