



CRIBBS CAUSEWAY

The Mall at Cribbs Causeway is located on the fringe of Bristol at Junction 17 of the M5. The Mall has over 130 top name stores including retailers such as John Lewis and M&S. There are restaurants, bars, a cinema complex, leisure outlets and a retail park surrounding the centre.

THE CHALLENGE

The Mall already had an established and well operated waste and recycling process in situ when it approached Futur First. It was achieving over 60% recycling and zero to landfill status but had stagnated.

The Mall, like any good commercial enterprise, wanted to benchmark their incumbent services provider to what else was in the market.

Futur First were invited into The Mall and given open access to all areas and staff to explore opportunities to improve environmental, commercial and operational efficiencies.

WHAT WE DID

Firstly, we carried out a detailed audit of The Mall

- Where is the waste generated?
- Why is the waste generated?
- Who handles the waste?
- Is the waste segregated?
- Where is the waste stored?
- How is the waste removed from site?
- What is the environmental, commercial and operational performance?
- What waste types are there?

Information was gathered by 2 x Futur First senior account managers with a wealth of experience in waste and recycling in the Shopping Centre arena.

It included;

- Observing
- Asking tenants
- Asking operational staff
- Knowledge of local subcontractors, their service offerings and what they do with the waste.

WHAT WE LEARNT

It was clear The Mall were passionate about ensuring their waste was minimized and that what waste was generated should be recycled as much as possible.

The Mall were keen on bringing in innovation to the process, but they had been burnt before by miss selling.

“They had trialed a large machine that converted general waste into RDF (Refuse Derived Fuel). They had been told by the company that had provided them with the machine, that they could be paid £20.00 per tonne for the RDF that they produced. This was abandoned after a very costly 6 month trial period, due the failure of both the machine and its performance and no subcontractors capable of taking the RDF as it is was totally unsuitable to collect and transport onto an energy recovery facility.”

By mapping out the whole operation the results the analysis showed there was scope to improve environmental, commercial and operational efficiencies.

- Contamination of waste was identified as a cause of reduced rebates due to downgrading of materials.
- Food waste was being disposed in the general waste proving difficult for subcontractors to process into RDF and negating environmental performance.
- Whilst waste and recycling data was being provided it did not show line by line detail nor specific site location performances. Issues such as poor compactor weights were also not being identified or seasonal trends.
- Rebates for materials were well below the market price and each material was collected separately increasing waste miles.
- Many of the service costs were competitive but some cost savings could be realized by switching subcontractors or by insisting subcontractors only charge for the actual number of bins collected rather than all on site.



Futur First were appointed as the sole waste and recycling services provider in September 2017. In order to ensure a smooth transition Futur First implemented the following mobilization plan

Task	Responsibility	Actions
Notification of contract award	Futur First / The Mall	Sign contracts
Subcontractor services ordered	Futur First	Place respective orders with subcontractors.
Contracts signed and Duty of Care documentation issued and signed	Futur First / The Mall	Confirm details for reports/invoices etc. and distributed Futur First contact details to relevant parties.
Company detail set up on both Company systems		
Schedule removal of incumbent contractor's bins	Futur First / The Mall	Confirm demobilisation details with Futur First.
Onsite training to tenants and operating staff	Futur First	Signage erected
Delivery of containers	Futur First	Overseen by Futur First Account Manager
Subcontractor audit of site	Futur First	Overseen by Futur First Account Manager and The Mall
Commencement of services		
1st week telephone call	Futur First	Futur First liaising with subcontractors

On site visit	Futur First	Confirmation that all services are working.
2nd week telephone call	Futur First	Futur First liaising with subcontractors
Monthly environmental report issued	Futur First	Futur First analysing the information before submission to The Mall checking for any anomalies
Invoices and Self-Bills issued		
Site visit from Futur First	Futur First / The Mall	Review of service / analysing environmental report
Identification of further operational or environmental benefits and potential targets agreed	Futur First / The Mall	Documenting targets and detailing how to measure success
Quarterly site visits	Futur First / The Mall	Audit of site Review of services Review of targets Review of market conditions and new technology available



ACHIEVEMENTS

In partnership with tenants, site operatives and Futur First all signage was renewed with clear, consistent signs which has resulted in much reduced contamination and increased revenue for recycle material rebates.

A food and packaged food waste recycling service has been introduced which has radically reduced the food waste going into the general waste and increasing recycling performance.

Waste and recycling reports are now submitted to site within 10 days of the end of the working month uploaded on to a customer portal detailing:

- Individual waste streams
- Volume of each specific waste streams
- Cost / Rebates of each specific waste streams
- The above information is detailed by specific areas as per agreed by The Mall

Compactor weights have increased as a result of understanding which compactors and who (The Mall personnel) requested collections through the analysing the waste and recycling reports resulting in reduced costs.

A mixed recycling collection was introduced collecting baled cardboard, plastic film, coat hangers, metal and paper yielding increased rebates and reducing waste miles by over 68%. Cost savings were achieved by switching to more competitive subcontractors whom could also deliver local flexible services.

And probably the biggest achievement is the confidence and trust The Mall have in Futur First. As the Operations manager of The Mall said "Futur First have my back. I know that you will do what is right long term for The Mall ensuring we remain at the forefront of environmental responsibility yet mindful of our operational resources. Summary

- Rebates Increased
- Cost savings achieved
- Improved recycling performance
- Trust - long term working partnership

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