



IMPROVING UK WASTE MANAGEMENT PRACTICES

Procurement specifications

Introduction

It's estimated that the UK generates over 15m tonnes of commercial waste per year.¹ Its effective management is critical to achieving commercial property owners and occupiers, as well as the UK's, sustainability aspirations. Yet it is widely accepted that the accuracy, consistency and transparency of waste data is questionable, which is masking a true reflection of performance.

For the tendering of any kind of service contract, clients can specify standards and levels of performance they require. As well as ensure service providers have the skills and competencies required to deliver the services and mitigate against relevant risks. Yet, waste management contracts often do not prescribe the level of service expected by the commercial real estate industry, or incentivise best-practice in relation to minimising the environmental impacts of waste. Furthermore, the absence of consistent and standardised methodologies for the reporting of waste data restricts the ability to benchmark and improve performance.

This document, developed by the BBP Managing Agents Partnership and in collaboration with leading waste contractors, provides simple and practical guidance to support those procuring waste management services. It sets out service provisions that can be incorporated into waste management contracts, with the aim of providing greater clarity on service requirements, thereby improving management processes, supporting accurate reporting and driving improvements in performance. It is also complemented by a separate publication providing a '[standardised reporting framework for waste management](#)'.

How to use the document?

Waste management contracts vary significantly based on who is procuring the service, who is managing it and who is delivering it. For commercial real estate, a service provider may be contracted by a Property Owner, Managing Agent or third party/broker. For the purpose of this document, it is assumed the 'Service Provider' is a waste carrier or waste broker and 'Client' will be the organisation who manages the Service Provider and the contract.

The document is for guidance only and is not meant to be prescriptive. It sets out the topics and outcomes that should be considered by those procuring waste management services, as well as providing example wording that could be used within contracts. It is also recommended that the guidance provided is used for framework agreements which form the basis for individual property level contracts.

Where Clients are using waste brokers, who in turn sub-contract services, it will be down to the Client to ensure that the provisions agreed with the waste broker, filter down to the relevant sub-contracts.

Both this document, and the complementary [standardised reporting framework](#), have been developed by the industry for the industry to drive change in an area that has historically failed to receive the same level of attention as other environmental factors. They are fully endorsed and will be used by all members of the Managing Agents Partnership to support Client reporting and their on-going waste management practices. Other organisations are strongly recommended to follow suit, providing a level of industry standardisation which is so clearly needed.

Its use will provide clarity to the waste management service sector in terms of what is expected by the industry and drive improvements in the waste management services received by Clients, whilst simultaneously reducing the environmental impact of waste in the UK.

Service Provisions

✓ Strategic Objectives

When tendering new services, it is important for a Client to set out their waste management objectives. This helps Service Providers to understand the high-level principles that services should be based on. It also provides an opportunity for Service Providers to set out a range of service options that can support Clients in meeting those objectives. These objectives should align with wider corporate sustainability ambitions and focus on accurate and timely reporting, improving on-site segregation and identifying and selecting end-treatment options where environmental impacts have been considered.

EXAMPLE WORDING:

1. The Client is committed to measuring, benchmarking and improving the sustainability performance of its property portfolio through compliance with industry best-practice; measuring, benchmarking and improving performance; and the continued engagement of occupiers on performance improvement opportunities.
2. In terms of the provision of waste management services, key objectives and aspirations include services that:
 - Align to and support the Client's waste management and recycling targets and commitments [include or provide a reference where appropriate].
 - Follow the principles of the waste hierarchy and the European Waste Framework Directive 2008/98/EC i.e. what is technically, environmentally and economically practicable (TEEP), with a target of zero to direct landfill as a minimum.
 - Provide accurate management and performance data with a strong preference for actual weight data.
 - Provide output based reporting which clearly identifies the performance of end treatment facilities i.e. "Cradle-to-Cradle"/"Cradle-to-Grave" information.
 - Incorporate circular economy principles by identifying closed loop opportunities.
 - Minimise levels of contamination.
 - Provide a proactive approach in demonstrating legal compliance.
 - Support the adoption of modern and innovative waste management technology.

📄 Site Waste Management Plans

Most properties offer no-cost and low-cost opportunities to improve on-site waste management regimes. Therefore, a critical element of effective and efficient service delivery is ensuring current regimes are reviewed against desired requirements and aspirations; improvement opportunities are identified; and an implementation strategy is established. This can be achieved using Site Waste Management Plans. Such plans should identify waste collection practices; baseline waste data; and identify improvement opportunities. These should then be reviewed at least annually by both Client and Service Provider. Site Waste Management Plans can also be combined at a portfolio level to be used for the on-going management review of the contract, as well as the identification of more strategic portfolio wide opportunities.

EXAMPLE WORDING:

1. The Service Provider shall develop and oversee a Site Waste Management Plan for each site which sets out the current waste management arrangements; the potential improvement opportunities which exist and how such arrangements can be implemented. Each plan will be reviewed and approved by the Client within three months of initial instruction, and then subsequently reviewed annually on the anniversary of the contract.
2. In establishing Site Waste Management Plans, performance and potential improvement opportunities should:
 - Highlight potential risks and mitigation options regarding forthcoming legislation, regulations and standards.
 - Align to the Client's waste recycling targets and commitments to sustainability.
 - Follow the waste hierarchy and be geared towards the avoidance of landfill and where possible to achieving "Zero to Direct Landfill" as a minimum.
 - Follow the principles set out in European Waste Framework Directive 2008/98/EC i.e. what is technically, environmentally and economically practicable [TEEP].
 - Give preference to maximising on-site segregation wherever possible.
 - Consider circular economy principles by identifying closed loop opportunities.
 - Consider emerging industry trends and suggest areas of potential innovation.

3. Waste streams to be considered when establishing a Site Waste Management Plan should include, but not be limited to the following:

- Paper
- Cardboard
- Glass
- Plastics; including packaging film
- Food waste
- Dry Mixed Recycling (DMR)
- Residual waste
- Single-use drink cups
- Coffee grounds
- Others (WEEE, lead acid batteries, consumer batteries, fluorescent lamps, metals and other wastes from refurbishment and maintenance activities)

The Role of the Client – The more you put in the more you get out!

It is important for the Client to reflect on the role they can play in supporting service providers in developing Site Waste Management Plans. Providing accurate information regarding current service provisions, equipment and historic performance up front to the Service Provider will ensure a better and more appropriate initial Site Waste Management Plan. The greater the extent of collaboration in developing such plans, the greater use they will be to both parties.

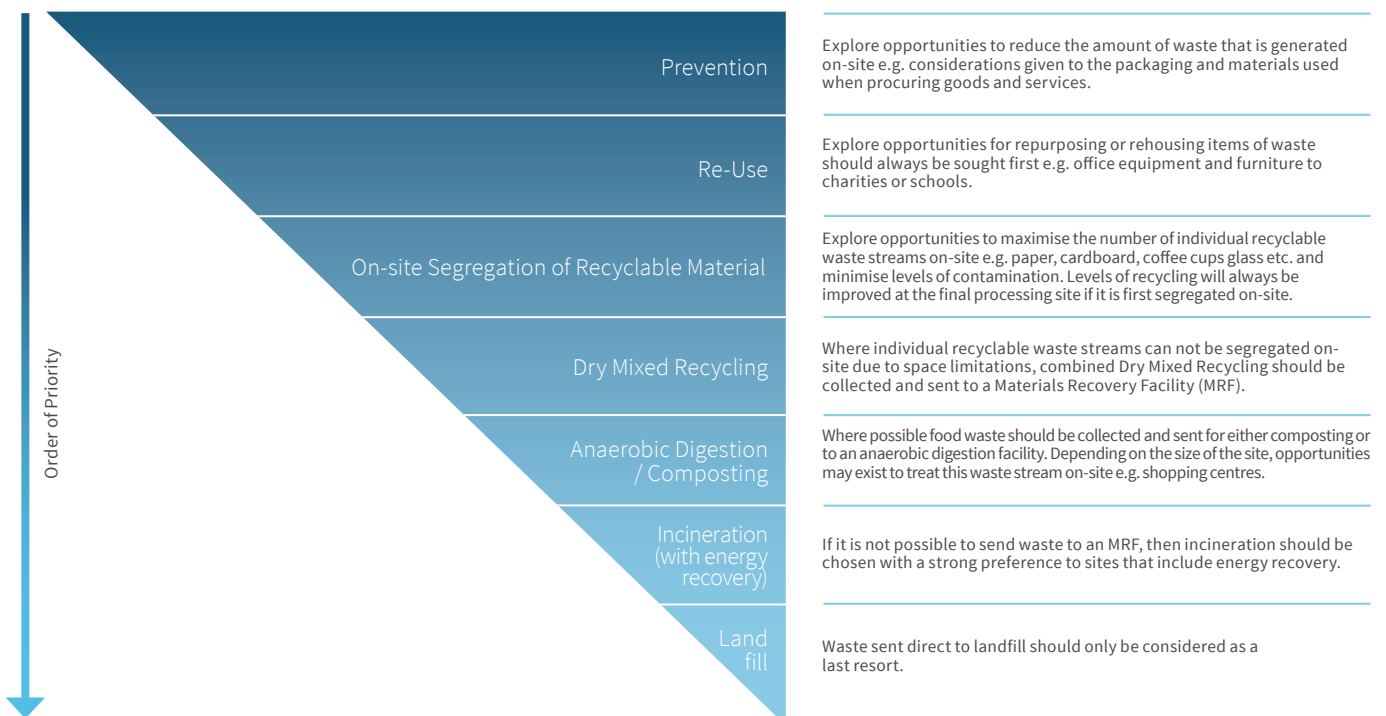
The Circular Economy

The principle of the Circular Economy is a fundamental shift from the current linear ‘take-make-dispose’ model, where waste is considered a problem; to a circular ‘closed loop’ model, where waste is considered a resource. Such an approach has significant benefits in reducing costs and environmental impacts by designing out waste and pollution; as well as creating new value streams by reintegrating products, components, and materials back into the supply chain at their highest value.

For Managing Agents and their Service Providers, this involves careful consideration over the products that are used and disposed of within a property, and the ability for those products to be broken down into their constituent parts/ materials, segregated, collected and repurposed in a way that allows them to be re-entered back into a supply chain as a resource. Example items disposed of on a daily basis include paper, high-grade plastics, food waste and coffee beans.

For further information see www.ellenmacarthurfoundation.org

WASTE MANAGEMENT ORDER OF PRIORITY



BEST-PRACTICE WASTE MANAGEMENT PRINCIPLES

Waste management principles by waste streams are provided below to support a dialogue with Service Providers regarding what services should be delivered or aimed for.

Cardboard, Paper and Glass

- Cardboard, paper and glass should be source separated on-site and managed for recycling.
- Where on-site segregation is not technically, environmentally and economically practicable then cardboard and paper should be included in a Dry Mixed Recycling collection.

Plastics

- Plastic should be source separated on-site and managed for recycling.
- Where on-site segregation is not technically, environmentally and economically practicable then Plastics should be included in a Dry Mixed Recycling collection.

Dry Mixed Recycling

- All mixed recycling should be taken to a materials recycling facility (MRF).
- The process efficiency performance of the MRF should be recorded and reported each month as part of monthly reporting returns to facilitate waste data verification and accurate reporting of waste management performance.
- The fate of any reject material arising from the MRF should be reported as to whether it is subject to (in order of preference):
 - Incineration (with energy recovery); or
 - Incineration (without energy recovery); or
 - Landfill disposal.

Food Waste

- Food waste should be segregated on-site and be disposed of on-site (via composting or aerobic digestion) or sent off-site for processing via an anaerobic digestion facility.

Residual Waste

- Residual waste should be managed in such a manner to maximise energy recovery and landfill shall only be utilised as a last resort.
- A waste audit of the residual waste stream should be undertaken at least annually (and quarterly for larger site contracts) to identify additional waste segregation opportunities.

Other Wastes

- Electrical waste, batteries and fluorescent lamps must be diverted from general waste via re-use or specified recycling and recovery processes as required by legislation governing the management of hazardous waste. End destinations should be recorded to ensure a clear audit trail.
- Sundry metals, wood and furniture arisings should be estimated and where appropriate arrangements made for their separate re-use or recycling. End destinations should be recorded to ensure a clear audit trail.
- The fate of any reject material arising from any other sorting and / or recycling processes should be reported as to whether this is subject to (in order of preference):
 - Incineration (with energy recovery); or
 - Incineration (without energy recovery); or
 - Landfill disposal.

Physical Waste Audits

Waste audits are an important element of any waste management service which feed directly into the development and updating of Site Waste Management Plans. They detail the types and quantities of waste being generated and leaving site; review the effectiveness of current waste management strategies; and identify improvement opportunities, both in terms of environmental improvements as well as cost savings.

EXAMPLE WORDING:

1. The Client and Service Provider will agree a process for identifying sites where periodic waste audits should be undertaken. The scope and costs of such audits should be agreed by both parties (See Selecting Site for Waste Audits box for recommended principles).
2. Any associated Site Waste Management Plan will be reviewed and updated following the outcomes and recommendations of an audit.

Quick check

When undertaking a waste audit, if residual waste has over 25% recycled content then improvement opportunities exist and the recycling strategy should be reviewed.

Selecting Sites for Waste Audits

Site selection for undertaking waste audits should be based on the annual spend on waste disposal, as well as performance based on reported recycling rates and tonnage of residual waste produced. As a rule of thumb, sites can be broken down by annual spend as follows:

- <£5,000 per year: Low priority; to be considered once Medium and High priority sites have been assessed.
- £5,000-£20,000 per year: Medium priority; recommend an annual on-site audit.
- +£20,000 per year: High priority; recommend a quarterly on-site audit.

Reporting

Accuracy, consistency and transparency are the most important factors for effective reporting. From a Managing Agent's perspective, it's important to ensure data is reported in a consistent format to facilitate easier Client reporting. This is even more pertinent when procuring services from multiple waste brokers or carriers. As best-practice, data should ideally be collected at an individual visit/lift level using a standardised reporting template.

When specifying reporting requirements, it is important to request for waste data to be provided by weight rather than volume. A true reflection of performance and the improvement opportunities available can only be understood and identified when reporting by weight. Furthermore, the provision of "Cradle-to-Cradle"/ "Cradle-to-Grave" information should be requested i.e. disposal routes from site and end treatment facility performance for all waste streams. Consolidated data should then be used to provide a broader understanding of the types of waste streams generated, the level of contaminated loads and to identify where changes could make significant impacts on cost and environmental efficiency (i.e. Monthly/Quarterly management reports).

EXAMPLE WORDING:

1. The Service Provider shall record waste management performance using an agreed Reporting Template. (see [BBP Managing Agents Partnership Waste Reporting Template](#)).
2. The Service Provider shall report consolidated waste performance data in an agreed format on a [Periodic] basis.
3. Based on consolidated waste data and Site Waste Management Plans, the Service Provider and Client will review [periodically] where cost savings and improvements in environmental performance could be made.
4. Reporting should also include the distance and associated travel emissions of transporting individual waste streams from site to the respective end treatment facilities. Such impacts should also be considered when reviewing environmental improvement opportunities.
5. For sites with dedicated compaction/weighing equipment exact weights are to be reported.

6. For sites that utilise Refuse Collection Vehicles (RCVs), weights are to be provided via on-board weighing of bins. Service Providers must demonstrate on-board weighing devices are calibrated to an accuracy of $\pm 5\text{kg}$. Such calibration should be undertaken, at a minimum, every 24 months.
7. For sites where RCVs cannot report actual weights, the Service Provider will state where and why this is the case and use agreed average industry volume to weight conversion factors (See [Managing Agents Partnership Volume to Weight Conversions](#)).
8. The Client and Service Provider shall agree a process, as well as roles and responsibilities for both parties, for the logging, reporting and review of contaminated loads. This should include details of the contamination, the load, date and time of collection to enable further investigation.

- Waste carriers' licences.
 - Environmental Permit numbers for all treatment facilities including MRF / Transfer stations and final treatment sites.
2. The Service Provider shall demonstrate they have identified environmental risks associated with the service and have a process in place to manage those risks. This may be via an independently verified certification system e.g. ISO 14001, ISO 9000, OHSAS 18000.
 3. The Client will be able, from time to time, to conduct its own detailed paperwork audit to verify that the waste systems, operational and management procedures are effective for the contracted service. The Service Provider is required to co-operate fully with such audits and make available all reasonable facilities resources and documentation necessary for the conduct of these audits.

Quick check

Contamination levels in Dry Mixed Recycling should be monitored by the Service Provider. Properties where contamination levels are $>15\%$ should be investigated through an on-site waste audit, as such levels are normally unacceptable to MRFs. The Client and Service Provider should then work together to improve on-site waste segregation.

Documentation

Good document management and record keeping is essential from a compliance management perspective. A Managing Agent will therefore desire a system where records are made easily available for inspection on request. Best-practice is to request the use of an online portal to store all desired documentation that is accessible and capable of audit by the Client.

EXAMPLE WORDING:

1. The Service Provider shall complete and provide to the Client all necessary documentation required by law for the management of waste. This includes but is not limited to:
 - Waste transfer notes for non-hazardous and inert wastes.
 - Hazardous waste consignment notes for hazardous wastes and returned valid Part-E.

Skills and Training

For effective service delivery, it's vital that all Service Provider employees, as well as on-site 'back-of-house' staff and occupiers have adequate understanding of the waste management regimes that exist on-site and the service being delivered. Managing Agents will therefore want the Service Provider to, firstly, be able to demonstrate their employees receive appropriate levels of training to deliver the contracted service. Secondly, and equally important, consider the training needs at a site level and recommend any training which may be required to ensure efficient and effective service delivery by 'back-of-house' staff. Thirdly, support any occupier engagement programmes to ensure occupiers fully understand the waste management facilities that exist and how to use them appropriately.

EXAMPLE WORDING:

1. The Service Provider shall demonstrate all employees have received appropriate training on the principles of the waste hierarchy, the European Waste Framework Directive 2008/98/EC i.e. what is technically, environmentally and economically practicable (TEEP), requirements under Duty of Care and legal compliance.
2. The Service Provider shall recommend a site training plan for each site, to be agreed with the Client. This should outline a recommended annual training

programme to ensure all on-site 'back-of-house' personnel have the sufficient knowledge of the on-site waste management regimes and support the effective delivery of the services. This could range from on-site guidance or signage, to periodic workshops and training sessions.

3. The Service Provider shall support the Client by providing input into on-site occupier engagement programmes. These should help communicate the waste management facilities that exist and how they should be utilised. Such engagement programmes should be reviewed against performance data and feed into the annual Site Waste Management Plan reviews.

Quick check

The success of 'back-of-house' training and the extent to which waste management programmes are followed by on-site staff are not solely dependent on the Service Provider. Clients should consider how other contracted services should reference related provisions to ensure the successful delivery of the Site Waste Management Plan e.g. requiring cleaning contractors to follow training and recommendations provided by the waste management service provider.

£ Procurement

In addition to the services provided directly through the contract, Managing Agents can have a much greater influence by encouraging their suppliers to implement sustainability best-practice within their own everyday business operations. For waste management services, a Managing Agent may want the Service Provider to consider and demonstrate how they are addressing any number of the items below. For many contracts, it is likely such considerations may well come earlier as part of any pre-qualification criteria.

EXAMPLE WORDING:

1. The Service Provider shall be required to demonstrate on request:
 - How they are considering sustainability within their procurement decisions e.g. being certified with BS 8001:2017 Framework for implementing the principles of the circular economy in organisations, BS8903

Principles and Framework for Procuring Sustainably or having a sustainable procurement policy.

- How they are managing environmental risks e.g. being ISO14001 certified or having an informal environmental management system in place that effectively addresses the management of the key risks associated with their business activities.
- How they are managing social risks e.g. how they are de-risking their supply chain in relation to the Modern Slavery Act 2015; and paying all staff a living wage in line with the Living Wage Foundation guidance.
- How they are adding environmental and social value e.g. utilising locally sourced products and suppliers.

Modern Slavery and the Waste Management Industry

Modern slavery is a pertinent issue for the waste industry that will become increasingly important in the coming years. The waste management industry often involves extended, and often international, supply chains. These supply chains can be vast and complex, both in terms of length and the sheer volume of material being traded. They are also reliant on foreign workers, often with a lack of transparency over their working conditions. These factors combined, create an environment which is potentially high risk for labour policies, human trafficking and exploitation.

As a result, companies in the UK may be unwittingly procuring services whose supply chains use forced or trafficked labour.

The Modern Slavery Act 2015 is attempting to tackle this issue by requiring those companies operating in England & Wales with a turnover of over £35m to publish an annual 'slavery and human trafficking statement'. Thus, disclosing the steps they have taken to ensure that slavery or human trafficking is not taking place in their own operations and supply chains.

Clients procuring services should scrutinise any 'slavery and human trafficking statement' and request further information if it is deemed unsatisfactory in mitigating modern slavery risks.

Managing Agents Partnership



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The views expressed in this document are not necessarily those of either the individuals who provided input or their organisations.

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1 DEFRA; UK Statistics on Waste; December 2016