



Heart of
LONDON
Business Alliance

Report – 30 Panton Street Waste Consolidation

Consolidating waste collections at 30 Panton Street in order to reduce vehicle movements, congestion and improve air quality

Christina Wells – Piccadilly and St James's Area Manager
01 April 2019

**SHAPING A
WORLD-CLASS
WEST END**

TABLE OF CONTENTS

1. Executive Summary
2. The Concept
What was the need for change
3. Implementation
What took place
4. Results
What took place prior to the project and how the building operates now
5. Lessons Learnt
What would be done differently if replicated

1. Executive Summary

Consolidating waste services at 30 Panton Street has reduced vehicles movements for waste by 47% between November 2018 and January 2019. It is projected that 988 fewer vehicle movements take place to this building per year. A waste compactor has also been installed to the building to compress waste on a 3:1 ratio, reducing the demand for collections. Occupiers have noted an improved customer service experience and nearly all building occupiers now use the same contractor rather than separate ones as per arrangements prior to the project. The range of materials that can be recycled within the building has increased too.

The recycling rate in the building has more than doubled from 23% to 63% in the 2 months since the project inception. Staff and occupiers of the building have been given additional recycling advice using engaging drop-in sessions and presentations. This project has also seen financial savings. By recycling more and by having less vehicles servicing the building; significant savings to waste collections are being made. This has also been secured in a 3-year contract.

Delivered by Heart of London Business Alliance; this project was funded by Transport for London (TfL) and facilitated by JLL Building Managers. The waste collection contractor is Westminster City Council's Commercial Waste Services (CWS) in partnership with Veolia.

2. The Concept

Pollution levels in the West End are unacceptably high and it has become a major concern of residents and businesses. Over 9,000 Londoners are dying early every year as a result of toxic air¹. Heart of London Business Alliance are committed to tackling this problem and working with businesses to help improve air quality.

By working with our members to promote the use of preferred suppliers for waste and office supplies, together with diverting personal deliveries, Heart of London aims to streamline vehicle movements and increase the use of electric vehicles in and around central London. By using a targeted building approach to reducing vehicle movements, a significant improvement to streamlining fleet and routing was identified that could aid to improve air quality.

30 Panton Street, also known as the LSQ building and 48 Leicester Square, is managed by JLL which currently has the below occupiers:

Lego
TWG tea
McDonalds
All Bar One
Impax partners
Hearst
NFL

At the start of the project this building was recognised to have multiple different contractors, each collecting multiple streams of waste and recycling. By streamlining this to a single contractor the amount of vehicles servicing the building would be significantly reduced. Once identified the occupiers and building owner recognised the benefit of collaborating and supporting a scheme that reduced the vehicle movements to this building.

Funding was achieved following a successful application to Round 1 of TfL's Healthy Streets Fund for Business in 2017. The project implemented at 30 Panton Street focused on vehicle reductions and a micro-consolidation site for waste materials.

¹ [Understanding the health impacts of air pollution in London](#); Research by Kings College London; July 2015

3. Implementation

In order to initiate the project, the first stage included getting the support from senior management. This involved numerous meetings and discussions as to the practicalities and sign off procedure needed for senior management. See table 1.1 below for full timescales of the project including the amended time frames that were adjusted when delays occurred.

Table of Deliverables					
Phase	Item	Outcomes	Dates (2018) - based upon mid-November project inception	Estimated Time Input (Match funding)	Notes
SCOPING		Funding confirmation from TfL	20th November		
		Project inception meeting	13th December		
		Meeting with available/engaged building managers/tenants	asap	1 day	
	initial scoping exercise	Scope detailed size and capacity of bin store	by 7th February	1 day	
		Scope access of the bin store and any other potential restrictions		1 day	
		Assess the number of businesses currently using space and effectiveness		1 day	
		Scope the number of vehicles currently servicing the shared building			
	Intensive Monitoring	Capture all the building suppliers for waste	by 9th March	10 days	
		Record the number of vehicles and frequency of collections			
		Noting any useful information such as quantities of general, food and dry mixed recycling from each business and occupier			
Assessment	Evaluate the results from monitoring for assessments	by 15th March	5 days		
Engaging with Contractors/ producers	Meet on site with contractors and waste experts for recommendations and follow up	by 15th March	10 days		
PROPOSAL	Proposal	Prepare a proposal for waste compactors using the bin store that reduces vehicle movements	by 21st March	15 days	
	Process & Accountability	Gain sign off for proposal from all parties (facilities, businesses, contractors and equipment purchasers or hirers) - agreement for ongoing maintenance			
		Amend proposal as needed based upon results	5th Oct	5 days	
IMPLEMENTATION	Implementation	Clean and service bin store	asap	1 day	Inclusive of delivery and installation
		Purchase bin compactor(s) - e.g. 3x general waste Orwark 4100	to commence week of 31st Oct	6 weeks lead time and 3 days delivery	
	Training	Train staff needed to use compactor	week of 19th Nov	1 day	For 3 training sessions
	Installation	Install compactor	week of 19th Nov	1 day	Includes installation
		Trial compactor before additional businesses use the store	NA - compactor will be used on day 1 of installation	3 days	Business engagement/ strategy
	Measure	Review collections and measure vehicle reductions; review compatability	20th Nov onwards	3 days	
		Engage with businesses to encourage using single supplier and implement to as many as possible	Ongoing	15 days	
REVIEW	Evaluation and case study	Measure the reduction of waste contractors servicing the building	Nov/Dec	2 days	
		Measure the level of satisfaction from users	Nov/Dec	5 days	
		Collate a case study with results and findings	est. Jan 2019	15 days	
	Publish case study				
Results	Potential to expand to nearby businesses and replicate across BID area			ongoing	

Table 1.1

Once approved by the building manager and property owner the project started with data collection and scoping exercises to determine the following:

- Waste capacity of the building
- Initial numbers, locations and quantity of bins
- Identification for the different waste streams such as glass, mixed recycling, refuse etc.
- Frequency of collections for the bins
- Size of the bin store and capacity for a waste compactor
- Number of vehicles servicing the bin store
- Users of the bin store

In order to gauge the number of vehicles servicing the building; a combination of forecasting, site monitoring and research with the current providers and the facilities management agents took place. This exercise calculated a total of 6916 vehicle movements² just for waste collections at this site annually. Although this figure is a best guess estimate the building has seen capacity and waste levels change since the refurbishment and increase in people using the building and therefore waste production levels.

By cross checking this figure with expected waste production per head, current waste levels and projections; the result of reducing vehicle movement to 3068 per annum were summarised. This is a reduction of 44% of vehicle movements just for waste collections which is significant. This figure is conservative and based on the winning contractor, Westminster City Council's Commercial Waste Services in partnership with Veolia (CWS), delivering a service to the office sector. There is further scope to improve this figure with the retail units also using CWS (not all have transferred upon project completion) and for an increase in the level of materials moved from the waste stream into the recycling streams.

Heart of London invited waste contractors to quote for the building manager to collect waste at this location, including compaction units for the waste materials to maximise the reduction of vehicle movements. Veolia are the contractors acting on behalf of and in partnership with Westminster City Council's CWS³ provided a competitive quote. Suitable agreements were drawn up with the building manager with the support from Heart of London where needed. Heart of London reviewed the proposed services to ensure they were compliant, fit for purpose and in line with the TfL funding conditions and the building manager gained approval from property owners for the changes proposed. This agreement included a waste compactor for general waste as well as increasing the streams of waste recycled within the building. CWS liaised directly with the building manager to ensure that their service was fit for purpose, met all the contractual obligations of the buildings and ensured long term sustainability for the project. This part of the project took a reasonable amount of time to ascertain and sign off due to the level of interaction needed and the bespoke nature of the scheme.

The Ultra Low Emission Zone (ULEZ) will be effective from April 2019 meaning vehicles operating in central London will need to be Euro 6⁴ or pay a charge to enter the zone. This will impact on the

² This number is best possible estimate and subject to change based on capacity and occupiers and therefore level of waste needed. Additional waste requires additional collections such as excess packaging from deliveries around Christmas time. Large waste such as bulky items is also difficult to anticipate and calculate therefore has been left out of this figure.

³ Referred to in the rest of the report as CWS

vehicles being used to undertake the waste contract. CWS have fitted their Westminster fleet with specialist first of their kind filters developed by Eminox⁴ to ensure all vehicles are ULEZ compliant.

Once signed, the building manager agreed an implementation date with CWS and installation of the compaction unit took place. Several models of implementation were considered based on other waste consolidation projects in the area. This included the one on Jermyn Street that facilitates small electric vehicles, a mini transfer station in an underground car park and de-watering units. After the scoping phase, projected waste types and quantity did not contain high amounts of food waste (due to office sector waste comparable to hospitality waste) therefore dewatering units were not deemed necessary at this site. The concept of using one supplier and a compactor for the waste has proven to reduce vehicle movements and therefore add to the project aims.

Staff using the equipment were trained, the unit has been visited by maintenance and has a maintenance agreement covered for the first 3 years to ensure long term feasibility for the building. During implementation the contractor for the office sector waste, was terminated. Old contractor bins were removed, CWS bins added and labelled appropriately. This transition was seamless and caused no change to the occupiers in the office in terms of business as usual, other than the increase in recyclable materials. This proved a welcome addition to the staff and was communicated later once the service had “bedded in”.

User training has taken place by CWS to engaged occupiers. This includes in depth power point training, practical site training, training for the users and facilities managers as well as informal drop in sessions to staff within the building. The initial training has taken place since implementation and is an ongoing process by both Heart of London and CWS.

⁴ [Eminox](#) exhaust emission engineering

4. Results

Since implementation the scheme has been well received by all parties involved. Occupiers to the building (excluding services staff such as facilities and cleaners) have continued to operate as usual. CWS completed waste infrastructure audits to all floors of the building and provided signage that is consistent across the building and matches the WRAP⁵ nationally recognised branding to all engaged occupiers⁶. Training for all service staff on where to take the waste, what bins are for which streams and how to use the waste compactor were completed to all affected staff from December 2018 to February 2019. The bins in the bin store are also labelled with the consistent signage to help with using the scheme.

In order to ensure the correct materials are put into each stream and have optimal clean recycling with separate food waste collections, training has been offered to all the building occupiers. NFL have completed lunch-and-learn training with CWS. Hearst and Impax partners have been invited to recycling drop in sessions to refresh staff knowledge on what you can/can't recycle, and ongoing training is available to occupiers via Heart of London Business Alliance as well as CWS. This ensures a consistent message on the materials and reduces any contamination of the recycling.

Table 1.1 shows the changes in vehicle movements before, during and after the project. The first month had a total of 3068 vehicle movements per year visiting the building to collect waste materials. This was reduced significantly in December when contractor 2 stopped servicing the building. The following month of January 2019 saw contractor 3 cease servicing the building to make a cumulative difference of 988 vehicle movements for waste eliminated from the building.

Table 2.1 below also demonstrates the further difference that can be made by removing contractor 1 at the building. Discussions with the occupiers using this contractor will continue with the intention of 100% change over to CWS and the largest reduction in vehicle movements. The 2 units that have yet to join the scheme are both retail units. These units have been engaged with on multiple occasions but have yet to show enough will or drive for senior level approval to change current national waste arrangements.

⁵ WRAP; Waste and Resources Action Programme provide [communication tools](#) Nationally and are recognized across the waste sector.

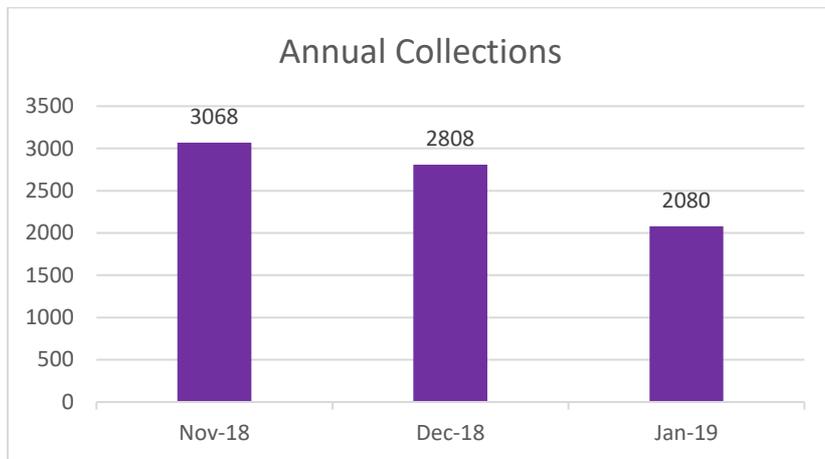
⁶ It is recognised that some occupiers will sign the bins in accordance with their corporate branding where necessary.

Total Vehicle Movements - November 2018⁷		
	Weekly	Projected Yearly
Contractor 1	14	728
CWS	21	1092
Contractor 2	10	520
Contractor 3	14	728
Total	59	3068
Cumulative Difference	0	0
Total Vehicle Movements - December 2018		
	Weekly	Projected Yearly
Contractor 1	14	728
CWS	26	1352
Contractor 2	0	0
Contractor 3	14	728
Total	54	2808
Cumulative Difference	5	260
Total Vehicle Movements - January 2019		
	Weekly	Projected Yearly
Contractor 1	14	728
CWS	26	1352
Contractor 2	0	0
Contractor 3	0	0
Total	40	2080
Cumulative Difference	14	988

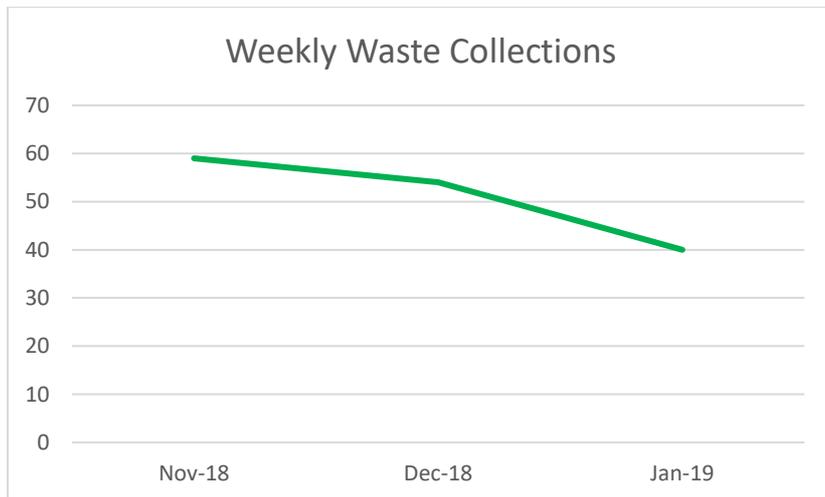
Table 2.1

Graphs 2.2, 2.3 and 2.4 below represent vehicle reduction movements over an annual, weekly and percentile difference. Graph 2.4 shows that within 2 months of implementation the target to reduce vehicle movements by 45% has already been succeeded and is currently a 47.5% reduction.

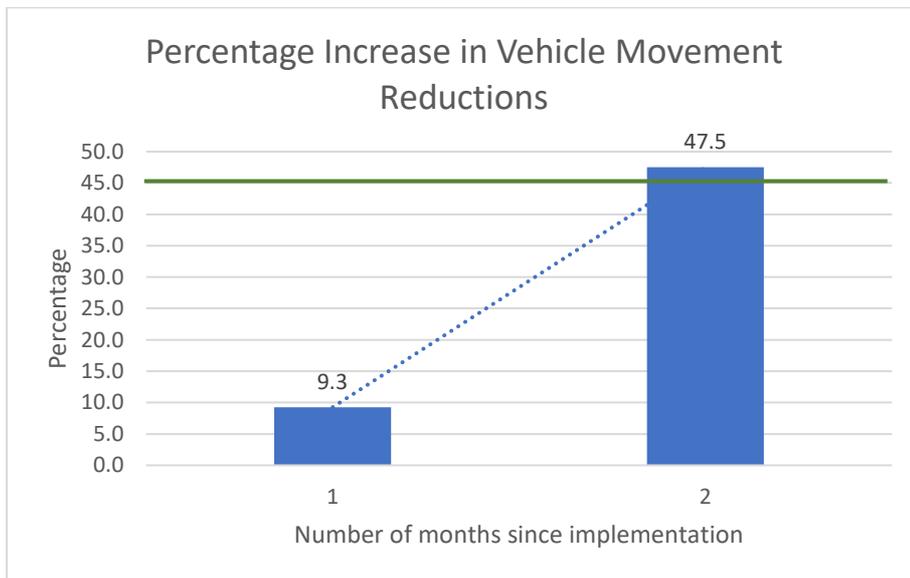
⁷ Prior to implementation



Graph 2.2



Graph 2.3



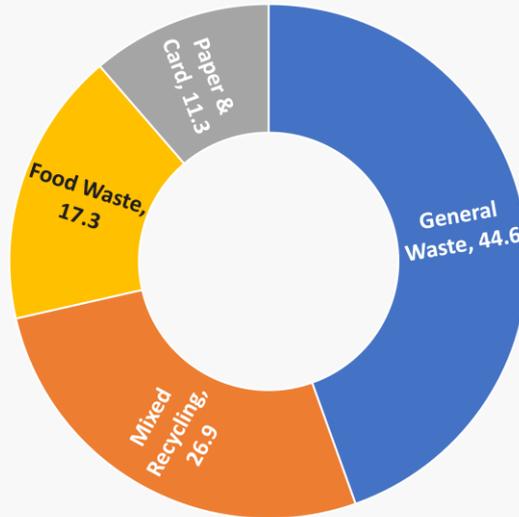
Graph 2.4

Not only have the vehicle movements at this building decreased but the streams of materials that can be recycled have increased. Food waste has been introduced and the range of recyclable materials that can be collected in the mixed recycling bins has increased. This means the service to the occupiers has improved. Other qualitative measures include the high level of customer service received and reported by Eugene O'Mara the Building Manager and Julija Drachli-Paukste the Facilities Administrator with regards to CWS.

The following graphs 3.0, 3.1 and 3.2 represent the streams of materials now recycled at the building. Data prior to introduction was not available from the previous contractor, however the change and increase in recycling from contract inception is evident. Food waste was not collected at this building prior to the scheme.

Monthly Veolia Reports November 2018 – January 2019

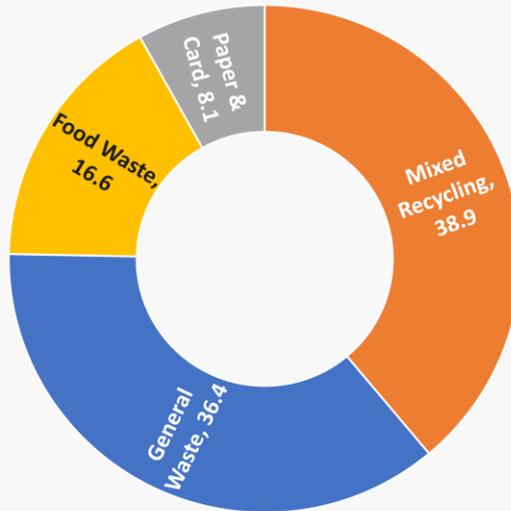
Waste Material Streams Collected December 2018



■ General Waste ■ Mixed Recycling ■ Paper & Card ■ Food Waste

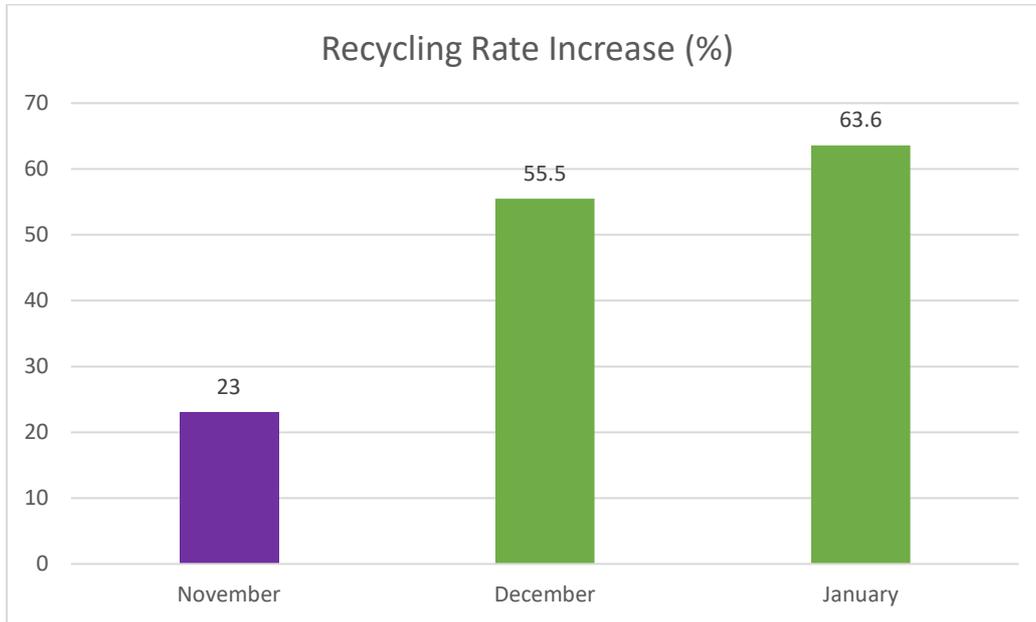
Report 3.0 – December Recycling

Waste Material Streams Collected January 2019



■ General Waste ■ Mixed Recycling ■ Paper & Card ■ Food Waste

Report 3.1 – January Recycling



Report 3.2 – Changes in recycling rate

Photo 4.0 is the new compactor introduced in the building. This Orwak⁸ model is widely used across Westminster CWS portfolio and the maintenance of the equipment is covered for 3 years. The large wheelie bins known as 1100litre bins given their liquid capacity, are rolled onto the red plate with the lid open. The top panel moves across using the handle and once activated via the button the top plate compacts the waste. This reduces the volume of waste on a 3:1 ratio. This ratio means that 3 times the original capacity of general waste can be contained within the bin store.

Photo 4.1 shows the compactor training taking place and photo 4.2 is the recycling drop in sessions carried out for the building occupiers.

⁸ [Orwak](#) efficient waste management solutions

Heart of LONDON Business Alliance



Photo 4.0



Photo 4.1



Photo 4.2

SHAPING A WORLD-CLASS WEST END

5. Lessons Learnt

1. The **time scale** of this project was longer than anticipated. This was due to negotiation of the contract between CWS and the building manager needing a bespoke solution. Whilst it took longer than anticipated it did not leave the project in jeopardy and it was important to complete with all parties agreed on the bespoke solution. Considerations for the longer-term sustainability and hire charge/payment of the compactor to consider as well as ongoing maintenance cover and any potential changes to waste collection arrangements as well as volumes of waste produced, it was key to the success of the project.
2. **Recycling improvements** within the building have been a secondary success of the project. Whilst the aim of the scheme was to reduce vehicle movements, the overall change has led to over double the amount of waste at the building being recycled. This demonstrates the difference in service that a contractor can offer as this was achieved prior to behavioural change of staff using the building and simply by re-balance of the bins and effective waste management. Reports from CWS show that in the first month of collections at the building (December) there was 6.3tonnes of material recycled and 15.5tonnes of CO₂ saved from diverting these materials away from landfill. CWS also operate a zero to landfill policy meaning that any material that is collected as general waste will be used to generate energy from waste (EFW) when it is burnt as a fuel in a controlled process to produce energy for powering homes and businesses in London.
3. **Business Engagement** within the building reached difficulties when it transpired the signage of the bins on some floors did not match that of the recycling drop-in session display. This was an oversight of all occupiers adopting the signs which should have been reviewed prior to the engagement to occupiers. In order to prevent confusion to the building employees two of the engagement sessions were delayed in order to rectify this. If replicated the project plan would need to include time to check and visit each floor prior to engagement sessions.