



## 13/03/2017 – 1: Chief Operating Officer's Report

<b>Board paper title</b>		Paper 13/03/2017 - 1
Chief Operating Officer's Report		
<b>Report by</b>	Wayne Hubbard	
<b>Job Title</b>	Chief Operating Officer	
<b>Date of decision</b>	Board Meeting 13 March 2017	

**Summary**

This report provides and update on recent activity.

**Recommendations**

- To note the updates presented.

**Risk Management**

<b>Risk</b>	<b>Action to mitigate risk</b>
N/A – no decisions being made.	

**Implications****Legal**

N/A – no decisions being made.

**Financial**

N/A – no decisions being made.

**Equalities**

N/A – no decisions being made.

<b>Originating Officer</b>	Wayne Hubbard
<b>Contact details</b>	<a href="mailto:Wayne.hubbard@lwarb.gov.uk">Wayne.hubbard@lwarb.gov.uk</a>

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### **Why the paper is being presented**

The paper is presented in order to provide an update on activities since the last meeting of the Board.

### **Report**

#### **General LWARB update**

The last meeting of the previous board was in March 2016. In August London Councils re-appointed Cllrs Nicholas Paget-Brown and Bassam Mahfouz and independent members Barbara Anderson and Melville Haggard for a second term. In October Cllrs Feryal Demirci and Ian Wingfield were appointed by London Councils to replace Cllr Loakes and Cllr Williams who had served two terms and were no longer eligible to be members. In December, the Mayor of London appointed the Deputy Mayor for Environment and Energy, Shirley Rodrigues to replace the previous Deputy Mayor, Matthew Pencharz, as his independent member. The new Chair, Dr Liz Goodwin OBE, was appointed in March 2017, following a recruitment process that began at the end of last year.

As the appointment process for new board members has developed, LWARB has continued to deliver against its existing business plan and has worked to develop a new business plan, which is being presented at this meeting.

Resource London has continued to deliver against their programme plan and it has developed a revised approach to help increase recycling through a suggested bin amnesty and a new flats taskforce. The Advance London programme has successfully bid for ERDF funding to establish a circular economy business support unit within LWARB. A new five person team has been appointed and is carrying out development work to begin delivering support shortly. The Advance London investment team has held discussions with a wide range of stakeholders around investment support for circular economy businesses, and opportunities for early investment identified. The Circular London team have developed a Circular Economy Route Map and participated in a successful bid for Interreg funding to provide technical assistance to the development of the London Environment Strategy.

With the appointment of new board members and a new chair, the LWARB team look forward to delivering the new Business Plan that includes projects to increase recycling of municipal waste and to accelerate the development of the circular economy.

#### **Staffing**

There have been a number of additions and changes to the LWARB staff structure over the last 12 months. An organisation chart is appended.

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The full LWARB establishment is 19 staff comprising 10 permanent staff and 9 on fixed term contracts. Of the temporary staff 6 of these are funded partly via EU funded projects whilst two are funded from the Circular London budget, and one from the Resource London programme. Approval will be sought from the Audit Committee to extend the Circular Economy manager post to 2020 (from 2018) in line with the Circular London programme, once the 2017 -20 Business Plan is approved.

Three posts shown on the organisation chart are not in the LWARB establishment but are shown in the structure as they are WRAP employees who spend some or all of their time dedicated to London projects as part of the Resource London partnership.

The increase in staff numbers over the past year has highlighted the need to review some of LWARB's policies and procedures, particularly HR. This will include a review of skills and training requirements.

### **Communications and Publicity**

Over the past year LWARB staff have been increasingly approached for media comment and interview, either as a result of proactive Recycle for London / Love Your Clothes consumer campaign activity or in response to industry announcements such as the Defra waste figures reported in December 2016.

Notable appearances have included London Live (mainly for Love Your Clothes events) and BBC Radio London, with whom four interviews have taken place over the past six months – three on the breakfast show, one on the afternoon show. In addition LWARB's work on circular economy was featured on BBC London's Inside Out programme in November 2016, outlining the benefits to the capital of becoming more circular in both business practices and consumer behaviour.

Key members of the LWARB team have received media training in the past year in order to make the most of opportunities as they (increasingly) arise. Procurement is about to start for a 3-year PR support contract for both Recycle for London and the London element of Love Food, Hate Waste; this will include a requirement for wider LWARB, Circular London and Advance London proactive support.

A recent refresh of the LWARB logo enabled a review of the expanding portfolio of programme 'brands', resulting in a consistent approach to logos for Circular London, Advance London and Resource London; this is to create a family of logos which clearly belong to the LWARB family. Examples of the logos may be seen at Appendix 2. Revised identity guidelines to support and manage their use will be created over the coming two months.

### **Funding**

The 2017-20 Business Plan programme will be funded from currently held reserves, alongside partnership contributions, as detailed in the Business Plan. LWARB will be

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exploring opportunities for further funding in the coming year which, together with anticipated investment returns (estimated at £13.5m by the end of the business plan period) will fund programme expenditure beyond 2020.

Finance Reports will be circulated following review by the Audit Committee at their next meeting.

### **Office Premises**

The 2017 – 20 Business Plan contains a work stream dedicated to the development of a circular economy accelerator/incubator. The accelerator/incubator will need to be based in a suitable location with sufficient space and facilities appropriate to the businesses supported. Although the programme focus is still under development, there is an opportunity to co-locate the accelerator/incubator and LWARB staff. This could in turn present further investment and revenue generating opportunities. For example, through investment in a building or through the provision of commercial workspace. The Head of Investment is currently developing some options and a working group will be established to assess these options to see if a business case can be made for co-location.

### **Supporting papers/appendices**

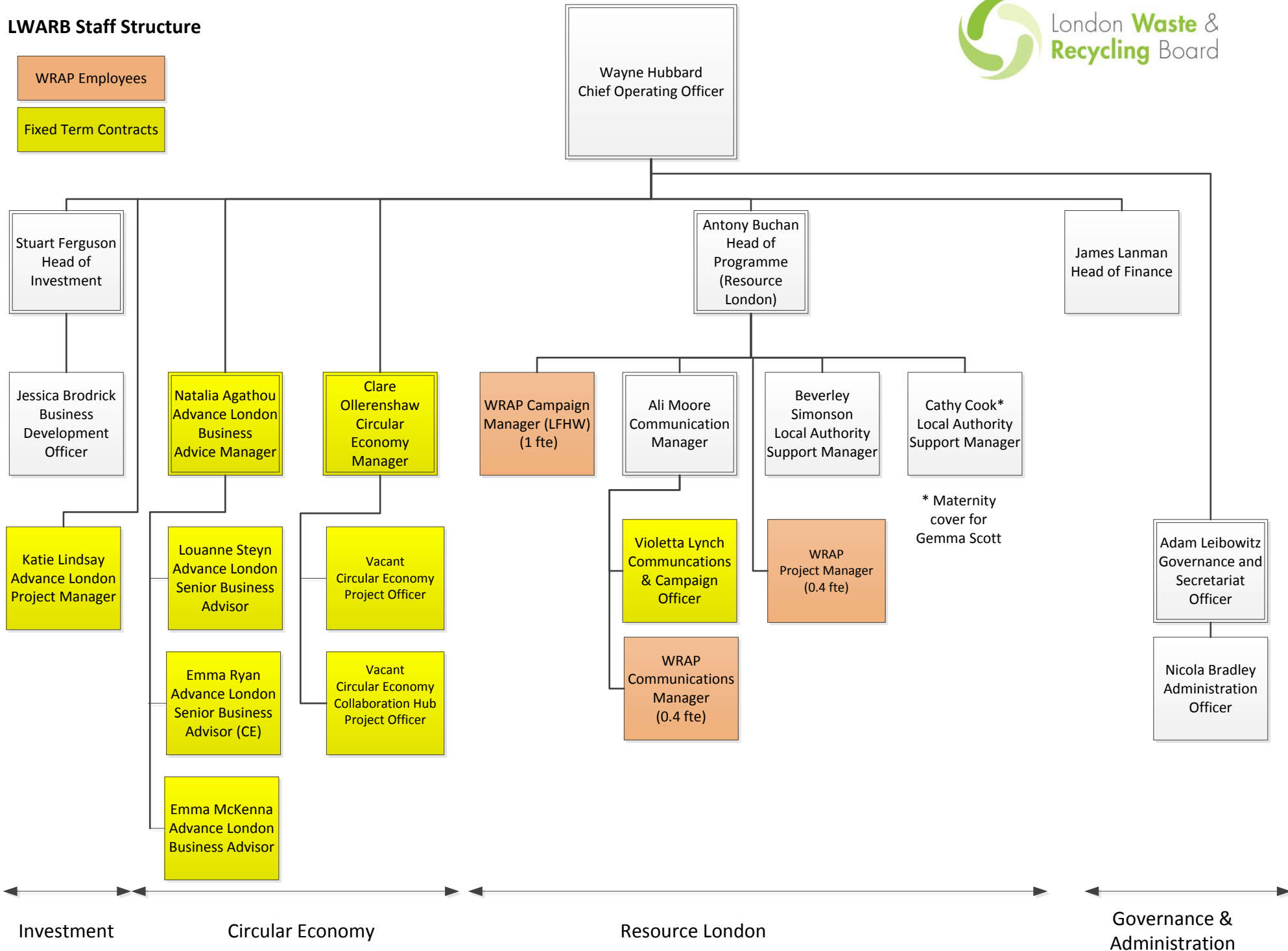
- Appendix 1: LWARB Staff Organogram
- Appendix 2: LWARB Logos

# LWARB Staff Structure



WRAP Employees

Fixed Term Contracts



Investment

Circular Economy

Resource London

Governance & Administration

## Appendix 2: Refreshed LWARB logos



# LWARB

London Waste and Recycling Board



Advance London



Circular London



Resource London