

31/10/19 – 3 Draft Business Plan

Board paper title		Paper 31/10/19-3
Draft Business Plan		
Report by	Wayne Hubbard	
Job Title	Chief Executive Officer	
Date of decision	Board Meeting 31 October 2019	

Summary

- LWARB will aim to reduce London's consumption based (CO₂) emissions by focusing on reducing waste and increasing recycling – it will conduct an analysis on London's material inventory to identify leverage points in each focus area. Following the analysis a set of KPIs will be developed and targets set for LWARB activities.
- LWARB will continue to offer support to London's waste authorities through Resource London, supported by Circular London, with the objective of increasing recycling and reducing waste. There will be a new 'London Lab' with a focus on innovation. The Circular London programme will develop a series of focus areas actions based upon our London material inventory analysis to deliver the leverage points needed for systemic change. We will develop London's public and private sector circular economy knowledge through the establishment of a new training academy. We will continue to engage corporates but with a clearer focus led by our theory of change.
- The Investment Committee will be dissolved. A new Advisory Committee will be established.
- A new commercial vehicle will be established called 'LWARB Circular Solutions'.
- A fundraiser will be employed to help broaden LWARB's funding base. A Commercial Manager, an additional admin support officer and two new Circular Economy Advisors will also be employed, and there will be changes to the tenure of most existing project staff.
- Budget provision has been made for these resources in a draft five year budget.

Recommendations

The Board is recommended to:

- Approve the draft business plan in principle and ask the CEO to bring a final version to the board meeting in February for approval and publication;

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- Approve the staff structure and delegate to the CEO, in consultation with the LWARB Chair, Chair of the audit committee and former Chair of the investment committee (the Chairs), to recruit new staff as appropriate.
- Approve the establishment of LWARB Circular Solutions.

Risk Management	
Risk	Action to mitigate risk
Insufficient resources to deliver the post-2020 business plan/strategic goals	Sufficient resources, both in terms of staff and financial, have been identified in the draft budget.
Lack of skills / experience to deliver LWARB objectives / vision:	Additional skills required have been identified, and the plan incorporates new resources with commercial and fundraising skills. A new competencies framework will be put in place over time.
LWARB is unable to demonstrate measurable impact	The theory of change process will enable LWARB to develop a set of KPIs and LWARB specific targets to allow us to more thoroughly evaluate success and impact.

Implications
Legal The GLA Act 2007 requires LWARB to publish a Business Plan each year
Financial Budget provision has been made for the resources required to deliver this draft Business Plan
Equalities None

Originating Officer	Wayne Hubbard
Contact details	Wayne.hubbard@lwarb.gov.uk

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Why the paper is being presented

LWARB is required to publish a Business Plan each year. This paper follows a review of LWARB priorities and consultations with board members, partners and stakeholders. It seeks to provide board members with a draft Business Plan so that they can approve in principle with a final version, following additional analysis, for approval at its February 2020 meeting.

Report

Summary

The Business Plan for 2020 - 2025 is an important document for LWARB. It will set out a series of actions designed to reduce the amount of waste London produces and to recycle more of what remains. These actions will be part of a theory of change designed to reduce London's consumption-based emissions, to help address the climate emergency by making a contribution to capping global temperatures to 1.5°C.

The new Business Plan will move LWARB towards becoming a more financially sustainable organisation by adopting a more commercial approach. It will set out changes to the way support is delivered through a combination of paid for and free services. It will also set out the additional resources needed to deliver this change and provide a budget to deliver our programme over five years.

The Business plan is intended to be ambitious, consistent with the urgent need for action.

The plan will be kept under constant review to understand if targets are being met and we will revise and take any necessary action to change course if required. In any event there will be a formal assessment of progress – reviewed at the end of year 2 – with appropriate recalibration depending on the success of funding and commercialisation.

Additional work before the completion of the business plan will be required in order to develop commercialisation and funding strategies to add more granularity.

A significant amount of analysis is being undertaken to compile a mass-based inventory of focus area materials coming in to London. Once this analysis is complete we will be in a position to develop activity specific Key Performance Indicators and set delivery targets for each programme area.

In developing this paper, we have taken into account the Mayor of London's London Environment Strategy and in particular the objectives to 'significantly reduce waste'ⁱ, 'maximise recycling rates'ⁱⁱ and for London to be a global leader in the transition to a low carbon circular economy.ⁱⁱⁱ We have also had extensive consultation discussions with London Councils, elected members, borough officer groups (in particular

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LEDNET and its sub-groups), and have worked closely with the GLA respecting the statutory role of the London Environment Strategy. We will continue to work closely, and in particular, work together to make best use of the total GLA, borough and LWARB resource pool available – so that we amplify good work that already exists and fill gaps between us where they are identified.

LWARB will review its branding as part of the new business plan and a separate discussion will be had on this in a future board meeting.

Context

LWARB Board Engagement

The LWARB board has met several times over the last 18 months to discuss the development of LWARB's business plan. Through this process the Board has given direction on the content of the programmes, on staffing structure and on commercialisation. This Business Plan incorporates this direction, and adds more detail following extensive consultation with London Councils, the GLA and London boroughs.

LWARB will continue to work closely with the GLA, London Councils and London's waste authorities, to avoid duplication of effort, amplify good practice and fill gaps where they exist.

LWARB context and achievements

LWARB was established in 2008 following a review of GLA and London Assembly under the GLA Act 2007 (the Act).

Under the terms of the Act LWARB has three objectives:

To promote and encourage, so far as relating to Greater London,

- the production of less waste;
- an increase in the proportion of waste that is re-used or recycled; and
- the use of methods of collection, treatment and disposal of waste which are more beneficial to the environment.

For the purpose of achieving its objectives, the Board may provide financial assistance to any person towards or for the purposes of:

- the provision of facilities for or in connection with the collection, treatment or disposal of waste produced in Greater London;
- conducting research into new technologies or techniques for the collection, treatment or disposal of waste; and
- securing, or assisting in securing, the performance of any function of a London borough council or the Common Council relating to waste.

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Since LWARB's establishment it has achieved the following:

- Contributed to the development of significant additional waste infrastructure (two Anaerobic Digestion facilities, three plastic reprocessing facilities and one Material Recycling Facility);
- Since it was established in 2015 the Resource London programme has provided support to all London boroughs and JWDAs;
- LWARB has committed £6.1 million to Resource London between 2017-20, including £1 million to deliver the flats initiative and £2.4 million to deliver London Recycles. LWARB has brought in match funding of over £2.2 million from WRAP and the EU to support projects and borough support. As a result London is bucking the national trend with recycling rates. Resource London has helped London boroughs improve or maintain recycling rates in excess of the national average rate;
- Award winning behaviour change programmes that achieve impact;
- Significant support provided to London circular businesses – London probably leads the world in this area with manifold social, economic and environmental direct benefits to London;
- Led nationally important work on flats recycling – providing leading edge research and a toolkit that is proven to increase recycling and decrease contamination.

LWARB can deliver London-wide and local projects and programmes that help to amplify good practice and knowledge and fill service delivery gaps. LWARB's scope covers all of London and all solid waste streams. It is the only waste and resources body in London that is a partnership of the Mayor of London and the boroughs. Because of this unique combination of scope and membership, LWARB is a trusted partner of London waste authorities, the Mayor of London and national government. It also has recognition in the commercial sector and in municipalities in the UK and globally.

LWARB's programme is designed to support a systemic approach to scaling up the circular economy in London through:

- our unique position as a partner to the GLA and London boroughs;
- an adviser of businesses (and our promotion role for small business);
- our participation in funds whose objective is to finance the rapid scaling up of circular businesses;
- our knowledge of London citizens and our ability to influence positively their behaviour.

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All of this means that LWARB is uniquely placed to bring together the best solutions locally and globally to help accelerate the circular economy in London.

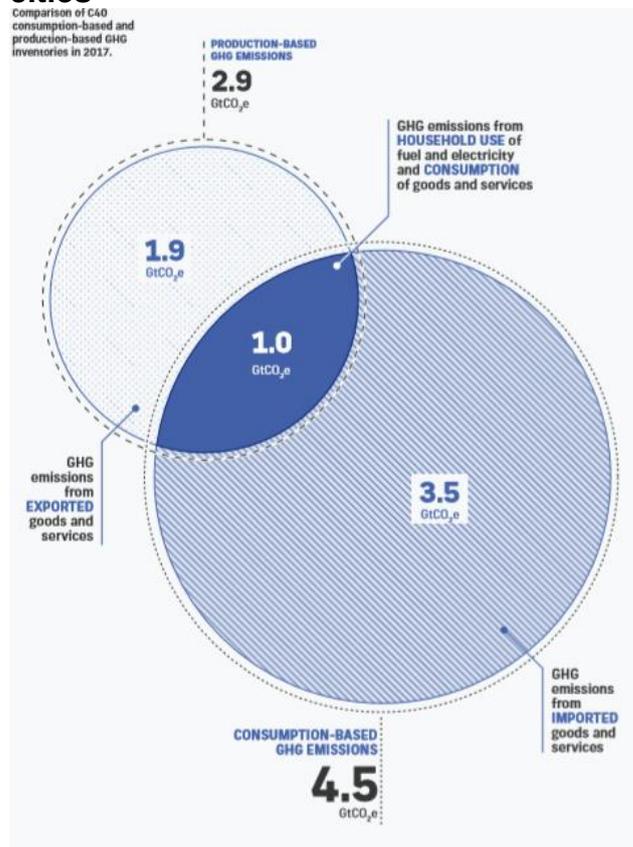
Vision

Theory of change

We are living through a climate emergency.

It is widely acknowledged that the agreed upper limit for increased global temperature that will allow for a climate safe future is 1.5°C. The C40, in the recent report, [The Future of Urban Consumption in a 1.5°C World](#), has set out a pathway for cities to contribute to achieving this and that acknowledges the importance of accounting for consumption-based emissions. Figure 1 below shows that total consumption-based emissions for C40 cities is 4.5 GtCO_{2e}, whilst those associated with traditional territorial accounting (i.e. those that occur within the boundary of the city, region or country) are 2.9 GtCO_{2e}. **The report argues that the average per capita impact of urban consumption must decrease by 50% by 2030 and 80% by 2050.**^{iv}

Figure 1: Consumption-based emissions versus territorial emissions for C40 cities



In addition to recycling, circular economy business models offer a set of tools and resources to citizens and businesses in London enabling reduced demand for virgin

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resources, avoiding the need for new goods from virgin resources by sharing (and using underutilised capacity), leasing and subscribing to services rather than buying goods, and buying things that are designed to be durable, repairable or recyclable.

LWARB’s business plan for 2020 – 2025 will aim to put the reduction of London’s consumption-based emissions of CO₂ at its core by developing a theory of change that will identify the *leverage points* that will enable an accelerated and just transition to a circular economy.

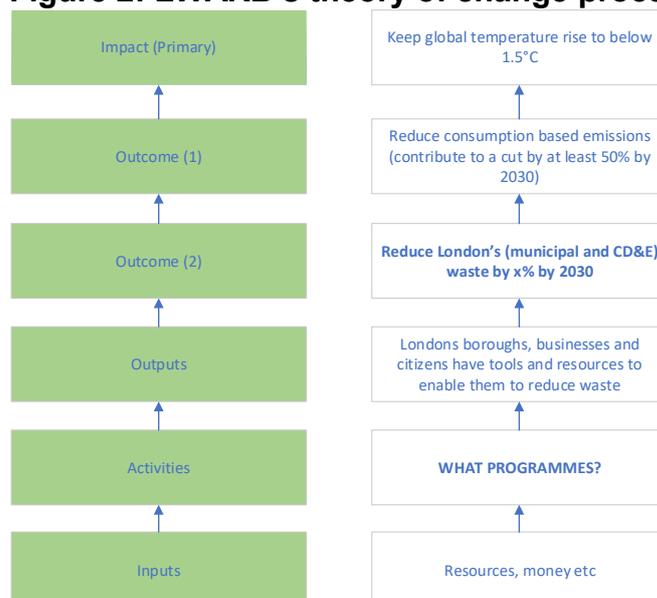
A focus on reduction and recycling will reduce or eliminate the need for primary extraction.

At the time of writing most of London’s boroughs have declared a climate emergency and they are committing to increasing their efforts to reduce emissions through their own actions and influencing the actions of others.

Our aim is to be the partner of choice for boroughs and businesses that want to reduce waste and increase recycling through adoption of circular economy principles. In doing so this will lead to a significant reduction of consumption-based emissions.

Figure 2 below shows the theory of change process. Following our analysis in the final published Business Plan we will be able to quantify the outputs and outcomes we are aiming to achieve, and the activities required to deliver them. In doing so we will search for ‘leverage points’ – those actions that have the maximum deliverable impact. In this way we can set meaningful targets for our activities and evaluate success at suitable reflection points such that targets can be raised, reduced or actions rethought as appropriate.

Figure 2: LWARB’s theory of change process and lexicon



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Focus Areas

For our focus areas of food, plastics, electronics and electrical equipment, textiles and the built environment, we will invest in identifying and funding actions that can reduce waste and increase recycling in those areas and accelerate a transition to circularity.

These focus areas have been chosen as they are either large components of the municipal waste stream, have a high carbon footprint or both. The table 1 below shows the estimated total waste arisings and consumption-based emissions (CBE) (where known) in London.

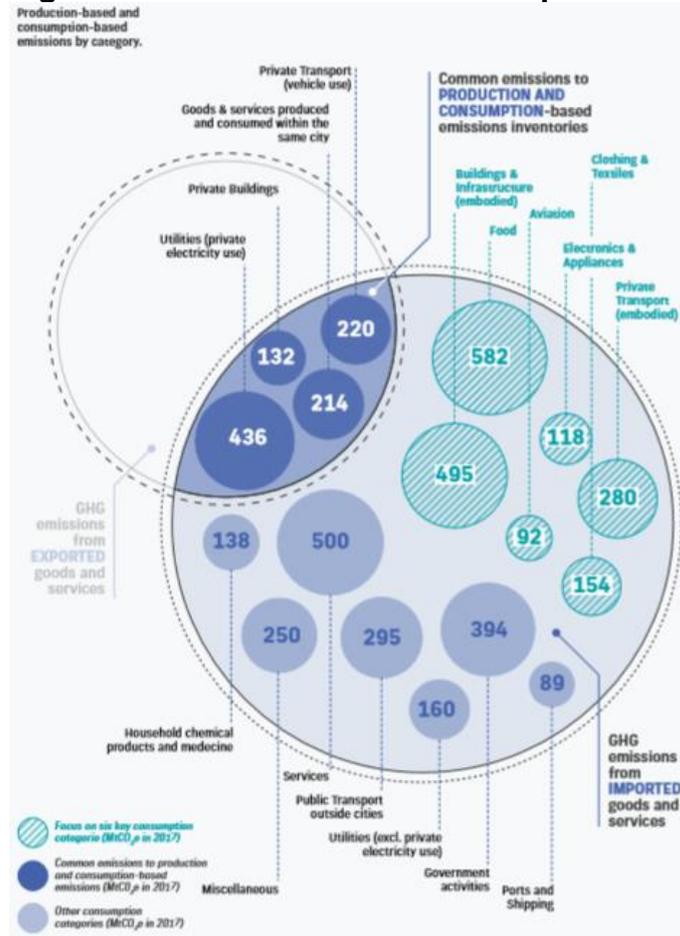
Table 1: LWARB focus areas

	CBE (000)	Tonnage (000)
Built Environment	12,100	9,700
Food	14,300	1,935
Plastics		617
Textiles	4,400	234
Electrical items	3,300	245
Total	34,100	12,732

The focus areas account for around half of London's municipal waste, but 80% of total waste (including Construction, Demolition and Excavation Waste (CDEW)). They account for 30% of London's total consumption-based emissions.

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Figure 3: Focus areas and consumption-based emissions



Summary: LWARB will aim to reduce London’s consumption based (CO₂) emissions by focusing on reducing waste and increasing recycling – it will conduct an analysis on London’s material inventory to identify leverage points in each focus area. Following the analysis a set of KPIs will be developed and targets set for LWARB activities.

Delivery Programmes

The theory of change will require the accelerated delivery of a circular economy. One area where London is particularly strong is the identification, support and development of circular economy products and services offered by London-based businesses. LWARB has developed a large pool of knowledge on circular economy theory and practice. LWARB will develop and deploy our staff resources so that expertise is available across our programmes and avoid silos.

An annual Programme Delivery Plan will be developed by Resource London and Circular London. Drafts are attached at Appendix 1 and 2.

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Resource London

Resource London is LWARB's programme for London's local authorities. The programme will work with London's waste authorities to help reduce consumption-based emissions through the promotion and adoption of circular economy principles. This will be focused through four of the five priority areas: plastics, textiles, food and electronics. Activity will be targeted on waste minimisation and improving the capture and quality of recycling. Across these activities, the programme will deliver:

- Research, innovation and demonstration (London Lab): these will be projects that develop expertise and provide innovation to waste authorities, including: flats recycling, quality of material, hard to reach audience groups, and demonstration of circular economy solutions;
- Behaviour change: continued delivery of London Recycles, Love Not Landfill, and activity on sustainable food behaviours. Funding is restricted to 2020-23 in anticipation of changes to funding which are expected with the introduction of Extended Producer Responsibility in 2023;
- Capacity building and upskilling: Boroughs have asked for support to help them embrace circular economy business models. Support will be provided to help boroughs realise the circular economy opportunities and develop sector skills. Support will be developed to help boroughs, their residents and businesses to connect with circular business and circular business solutions;
- Advice and support: Support for all authorities on service change and service improvement. Some of this will be delivered through cost recovery services. This will be on a not-for-profit basis, with charges raised to cover cost only. (Exemptions from charges will include RRP development and flats food recycling services.)

Through Resource London LWARB support will be provided through a combination of:

- i) free support (which may include elements of grant funding) where there are London wide implications from research or delivery development;
- ii) at cost, paid for support where waste authorities want help to deliver localised improvements;
- iii) cost plus support to cities and regions outside London and to businesses.

In the previous business plan period Resource London was delivered in partnership with WRAP. The intention is to continue the relationship with WRAP in the next business plan period.

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Circular London

The Circular London programme objective is accelerating the development of a circular economy in London by promoting circular economy business models to SMEs and corporates, increasing the circularity of London boroughs, and developing and increasing knowledge in this area through research and data.

Hence the programmes focus will be:

- **Circular London Accelerator:** We are evaluating the first accelerator programme but early feed back from participants is that it has been 'transformational'. We are looking to run a second accelerator in 2020-21 with a focus on fashion, food and build environment. Budget provision has been made for 50% of the costs in year one, with the remaining funding coming from partners who we are now starting to approach. The aspiration is that future accelerators will be self-funding from 2021/22 through contributions from funding partners. We expect to continue our delivery partnership with the Carbon Trust and they are helping us to access funding;
- **Circular economy week:** Following a hugely successful week in 2019, we will be looking to expand CE week to incorporate more cities and activities. We will be looking for sponsors and partners for future weeks to build the circular economy community in London and the UK;
- **Capacity building:** Following consultation with boroughs, we have decided to establish a new Circular Economy Training Academy. The Academy will provide low cost, professional training to borough officers and we will look to extend this commercially to other municipalities and to businesses. It will be delivered in the first instance through a training partner. We will invest our funds in designing the programme, developing the content and getting the programme up and running;
- **Research:** In order to continue to operate the most effective and cutting edge programmes and build our credibility, we need to conduct world leading research. We will design a programme of research that we can undertake with leading research organisations. We expect to announce the results of the research at major events to build our profile and promote London;
- **Commercialisation:** A commercial manager will be recruited to design our commercial programme based on market research and consideration of our unique competencies and assets. The commercial manager will be responsible for developing LWARB's commercial activities, building a pipeline of opportunities and delivering our services;
- **Investment in Knowledge:** Given our role as the catalyst for action, it will be important that we are able to create, manage and share knowledge as effectively as possible. This will require investment in knowledge systems and

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assets which we will undertake in collaboration with others and make available to our public sector partners and businesses. Our knowledge capability will underpin our commercial services and increase the capability of our staff;

- Focus Area projects: Following further analysis, a range of actions will be developed in each of the focus areas covering the built environment, food, textiles, plastics and electronics and electrical equipment. Working with business, the GLA and waste authorities, we will look to develop and deliver a range of activities that provide the biggest emissions and tonnage reductions or recycling for the available spend. Where we can, we will work with partners to maximise impact and funding;
- Corporate engagement: We will undertake a more focussed approach to corporate engagement. A small budget will facilitate our relationship building and serve as a basis for business development of our commercial propositions;
- Advance London: We will continue to support SMEs that are circular and those that wish to transition to a circular business model. We expect that most of our accelerator businesses will come from the Advance London program and that Advance London businesses will create a pipeline for investment which is supported by our funding of the Greater London Investment Fund and Circularity Capital.

Summary: *LWARB will continue to offer support to London’s waste authorities through Resource London, supported by Circular London, with the objective of increasing recycling and reducing waste. There will be a new ‘London Lab’ with a focus on innovation. The Circular London programme will develop a series of focus areas actions based upon our London material inventory analysis to deliver the leverage points needed for systemic change. We will develop London’s public and private sector circular economy knowledge through the establishment of a new training academy. We will continue to engage corporates but with a clearer focus led by our theory of change.*

Commercialisation

LWARB will need to become more commercial in order to be a financially sustainable organisation. Acting commercially allows LWARB to provide services to businesses and organisations outside London – helping to accelerate the development of the circular economy more widely.

Commercial work cannot interfere with the delivery of the programmes and LWARB’s statutory objectives. Ideally, acting commercially will enable a better delivery of LWARB’s objectives by helping to fund services to boroughs for example.

LWARB’s establishment has a current vacancy for a commercial manager, responsible for the development and delivery of all commercial activity. A full-time

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commercial manager will be recruited next year following work by an interim, who will help LWARB to develop a number of business opportunities some of which have already been identified, and establish the commercial vehicle, LWARB Circular Solutions (see Governance below). We will need to develop reporting lines and governance between LWARB and the commercial vehicle, and will bring further papers to the board as work develops.

The commercial activities that have been identified include: consultancy services, accreditation services, a training academy, a circular economy products and services directory for residents and businesses and shared workspace. We have estimated income from these activities within the budget, which we have prudently estimated to be £65,000 in 2020/21, rising to £345,000 in 2024/25.

Summary: *LWARB will establish a new company called LWARB Circular Solutions. LWARB will employ a Commercial Manager to help develop a number of commercial opportunities.*

Structure of team

Although new resources will be required, LWARB is planning to keep resources at the level that is just below optimal. We plan to increase staff resources in line with revenue, such that, as new sources of funding are found, or as our commercial activity increases, we employ new staff to allow us to build our revenue profile.

Increased staffing is required now and further growth will be required in line with building the revenue profile. The Business Plan will set out three types of establishment changes:

- New staff resources from 2020;
- New staff resources should our revenue grow according to plan; and
- Changes to existing fixed term staff – some will change to permanent roles and some roles will end when their existing projects cease.

These changes are detailed in Appendix 3.

Governance

LWARB currently has three committees, the Audit Committee, Investment Committee and the Resource London Partnership Board. It is proposed that the following changes are made to the committee structure.

The Investment Committee is no longer required as there is no new investment proposed for the period of this Business Plan. Any new investments will be made through MMC (for the circular economy venture capital fund under the Greater London Investment Fund (GLIF)). LWARB is a member of the Limited Partner Advisory Committee (LPAC) for the equity investments made by MMC and we have observer status on the LPAC for the debt investments made by the debt fund

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manager. LWARB will also be invited to fund manager presentations provided to the GLIF Board.

We are continuing to monitor our existing investments made by the Foresight Environmental Fund, Circularity Capital and Sustainable Ventures.

It is proposed that the Investment Committee will therefore be dissolved.

A new committee, the Advisory Committee, will be established comprising of officers from London's waste authorities (i.e boroughs and statutory joint waste disposal authorities), GLA, London Councils, and industry. The committee will be responsible for advising the Board on the effectiveness of its programmes and any other matters the committee deems appropriate. The appointment of the committee's chair will be delegated to the CEO in consultation with the LWARB chair. The membership of the committee will be delegated to the CEO and the committee chair. The draft terms of reference for the new committee are attached with the Governance paper.

A commercial entity will be established under the name 'LWARB Circular Solutions.' The new company will require a board, who will be drawn from board members and members of the executive team, supplemented by paid non-executive members as the company board deem appropriate. LWARB Circular Solutions will be the vehicle through which all of LWARB's commercial activity is directed and will be wholly owned by LWARB. The chair of the board will be appointed by the LWARB board, and will make reports to the LWARB board. The way in which the LWARB Circular Solutions is structured in relation to the LWARB Board and team is very important. LWARB has procured additional expert support to help us determine this, and seek Board approval at a future meeting.

Summary: *The Investment Committee will be dissolved. A new Advisory Committee will be established.*

Funding Strategy

LWARB's income is currently mainly in the form of investment income and EU funding. Over the Business Plan period we will need to diversify our income base. At the end of the Business Plan period we are aiming to have a budget where our cash bank balance plus estimated income over the period is used. However, we will have assets of between c.£9 million - £20 million in our GLIF investment. We will supplement income by pursuing a commercialisation strategy and we will also actively seek out public and private funding to amplify our programme activities. A full-time fundraiser will be employed to help attract a broader range of public sector funds as well as seek corporate and private trust funding. A fund raising strategy will be developed.

A new position of fund raiser has been added to the structure.

Summary: *A fundraiser will be employed to help broaden LWARB's funding base.*



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Supporting papers/appendices

Appendix 1 – Resource London Draft Delivery Plan
Appendix 2 – Circular London Draft Delivery Plan
Appendix 3 – Structure
Appendix 4 – Budget

Endnotes

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- ⁱ The Mayor of London, London Environment Strategy, Objective 7.1
ⁱⁱ Ibid, Objective 7.2
ⁱⁱⁱ Ibid, Chapter 10
^{iv} C40 Cities, The Future of Urban Consumption in a 1.5°C World, p17



Resource London

Programme Plan **2020-25**

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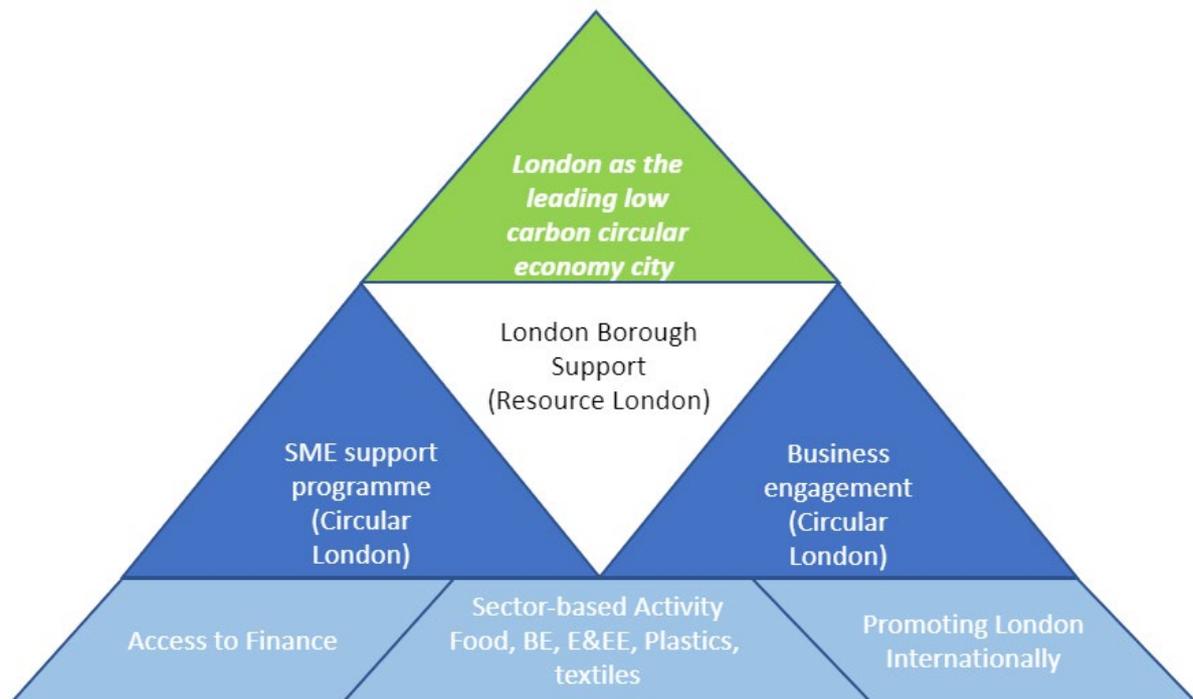
1 What is Resource London

Resource London is LWARB's programme for London's local authorities. We are a convener, knowledge hub, behaviour change expert, capacity builder, critical friend and advisor.

2 Tackling the climate emergency

The Mayor of London and 25 London boroughs (at the time of writing) have declared a climate emergency and are committing to increasing their efforts to reduce emissions through their own actions and influencing the actions of others. The LWARB Business Plan for 2020 - 2025 set out a series of actions designed to reduce London's consumption-based emissions, to help address the climate emergency by making a contribution to capping global temperatures to 1.5°C.

Resource London will work with London's waste authorities to help reduce consumption-based emissions through the adoption of circular economy actions designed to reduce the amount of waste London produces and to recycle more of what remains. LWARB estimated that taking a circular economy approach could reduce waste by up to 60 per cent¹.



It also sets out changes to the way support is delivered through a combination of paid for and free services which will enable Resource London to become a more financially sustainable organisation, which it can use to tackle regional resource challenges and support the transition to a circular economy.

¹ LWARB (2017) Circular Economy Effects on Waste Production in London Accessed from: www.lwarb.gov.uk/wp-content/uploads/2016/12/Final-Report_Issue.pdf

In developing the programme plan, we have taken into account the National Resources strategy and the Mayor of London's London Environment Strategy and in particular the objectives to 'significantly reduce waste'ⁱ, 'maximise recycling rates'ⁱⁱ and to be a global leader in the transition to a low carbon circular economy.ⁱⁱⁱ

3 Objective

To make a significant contribution towards the Mayor of London's aim that London become a zero waste city by supporting:

- a 50 per cent reduction in food waste per head target by 2030;
- The target that by 2026 no biodegradable or recyclable waste will be sent to landfill and that by 2030, 65 per cent of London's municipal waste will be recycled; and
- 50 per cent LACW to be recycled by 2025 and 45 per cent household waste recycling by 2025.

4 Focus

This will be focused four priority areas²: plastics, textiles, food and electronics which (along with built environment, which will not be a programme focus) present the best opportunity for London to reduce consumption based emissions:

1. **Food:** London's households throw away an estimated 910,000 tonnes of food each year, of which 640,000 tonnes is avoidable³. Edible food should never be waste. There is an opportunity to help Londoners to make sustainable food choices, minimise avoidable food waste and maximise food waste recycling.
2. **Textiles:** The Mayor's Emissions Performance Standard (EPS) identifies the need to maximising recycling rates, targeting materials with high embodied carbon such as textiles. There is an opportunity to stop textiles going in the bin, through promoting sustainable fashion choices, reuse, repair and recycling.
3. **Plastics:** Plastics bring many benefits to our lives: from protecting our food to the clothes we wear, from cosmetics production to household appliances. Unfortunately, plastics usage can have significant and adverse impact upon the environment. There is an opportunity to help Londoners to find and use alternatives to single use plastics and helping make these alternatives part of everyday life. Where single use plastics can't be avoided we need to maximising recycling rates, due to the high embodied carbon.
4. **Electricals:** While London does not differ greatly from the rest of the UK in terms of consumer electricals, there is an opportunity to help Londoners access alternatives

² High environmental impact; retained financial value of the product; re-use/recycling potential; and areas with pre-existing examples of circular business models. https://www.lwarb.gov.uk/wp-content/uploads/2015/12/LWARB-circular-economy-report_web_09.12.15.pdf

³ TRIFOCAAL London

options to access these products (including leasing and sharing); and making E&EE last longer through reuse and repair.

5 Activity

To realise these opportunities activity will be targeted on:

- waste minimisation; and
- improving the capture and quality of recycling.

5.1 Minimising waste

Waste minimisation, re-use and repair are at the top of the waste hierarchy and as such represent the best opportunity to tackle consumption based emissions. This 'golden tonnage' represents waste that was never produced so has no collection or disposal cost to the for London's boroughs.

LWARB calculate that if we can reduce London's waste by half by 2030 it would result in a cumulative savings of almost £2 billion for London boroughs.

5.2 Improving the capture and quality of recycling (dry and food)

The London Environment Strategy sets out the requirement for all properties to receive a recycling service collecting as a minimum the six main dry recycling materials (glass, cans, paper, card, plastic bottles and mixed plastics (tubs, pots and trays)) and that all properties with kerbside recycling collections should receive a separate weekly food waste collection, (and that this service should be extended to flats where feasible). The Strategy recognises the opportunity for this to be replicated by commercial waste services.

In addition to increasing recycling capture, quality of the recyclate is critical, not only in terms of increasing recycling rates, but also for authorities to deliver efficient and cost-effective services.

Resource London will support London to achieve harmonised, consistent and efficient waste and recycling services.

6 Delivery

Across its activities, the programme will deliver:

- Research, innovation and demonstration;
- Behaviour change;
- Capacity building and upskilling; and
- Advice and support.

6.1 Research, innovation and demonstration (the London lab)

Resource London will deliver regional and sub-regional research and demonstration projects that develop expertise and providing innovation to waste authorities to enable new service and behaviour change solutions to be implemented. Projects will sit on a continuum between physical service change/interventions and behaviour change intervention/activity, often combining both. Resource London will work with those authorities committed to tackling the climate emergency. Projects will support the implementation of the London Environment Strategy and could include activity to:

- improve flats recycling, both existing and new build;
- improve quality of materials collect for recycling to strength UK markets;
- innovation to engage London's hard to reach audience groups;
- demonstration of circular economy solution to minimise waste and tackle consumption based emissions;
- promoting circular economy services to Londoners;
- demonstration to highlight commercial recycling opportunities particularly in relations to consolidation; and
- analysis and demonstration to establish the impact of legislative changes on local authority services, such as EPR and DRS.

Resource London will look to partner with other organisations to maximise resources and reach.

6.2 Behaviour change

Delivering sustained behavioural change is critical to accelerating the transition to a circular London. The London Environment Strategy makes specific reference to delivering behaviour change and communications activity:

- Under Policy 7.1.1 it states 'the Mayor will support campaigns, including London Recycles (nee. Recycle for London), Love Food Hate Waste, and Trifocal (small change big difference) to help Londoners and businesses to reduce waste.
- Under expectations on waste authorities to demonstrate general conformity it states London boroughs should 'use London Recycle messaging and branding in local awareness raising activities to ensure that a consistent reduce, reuse, recycle message is delivered across London'.

In discussions with boroughs and waste authorities they have told us that LWARB should have a continued focus on delivering behaviour change that supports the transition to a circular London.

Resource London manages three brands and related behaviour change campaigns (London Recycles (One Bin Is Rubbish); Love Not Landfill; and Small change big difference). These campaigns currently deliver action across three of the five focus areas: plastics, textiles and food.

London Recycles

Since 2017 Resource London has invested c.£2million into to the London Recycles. An award-winning London campaign has been built based on London centric behavioural

insights. Over this period a substantial resource of creative assets has been developed and Resource London has developed expertise in delivering a campaign that resonates with a urban audience.

In the immediate future Resource London will deliver an efficient London Recycles campaign, utilising existing assets and work harder and using social media and Resource London will also explore options to expand the remit and reach of the London Recycles brand to encourage actions higher up the waste hierarchy i.e. London Reuses and London Repairs.

Looking to the future

The government's 2019 Extended Producer Responsibility (EPR) consultation proposed that the full net costs of managing packaging waste are placed on those businesses who use packaging. Section 5 of the consultation dealt with helping consumers do the right thing – exploring how producer funding could be used to support communications campaigns to increase recycling on both a local and national level. Responses were overwhelmingly positive that producer fees be used to support nationally led (90%) and local service-related (88%) communications campaigns. Furthermore, a large minority of respondents emphasised the role of behaviour change in consumer participation in recycling and the importance of nation-wide communication campaigns. Government intends to progress the policy proposals and introduce an EPR scheme for packaging in 2023. We will work closely with London stakeholders and Government to ensure that London Recycles receives such support.

Love Not Landfill (#LNL)

#LNL is a innovative and award-winning campaign, developed by Resource London as part of the EU Life funded ECAP project (now ended). LWARB believes strongly in the #LNL brand and wants to explore opportunities with the private and charitable sectors to continue the campaign. Resource London will provide staff and seed funding for two years (reviewed annually) to bring this to seek external partnerships and funding.

Sustainable food behaviours

LWARB has not yet determined its sustainable food activity. However, with the Mayor's targets to reduction food waste per head by 50 per cent by 2030 and that by 2026 no biodegradable should go to landfill there is a clear imperative for sustained action to minimise food waste. Since 2016 Resource London has delivered the Small Change, Big Difference (SCBD) campaign as part of the EU Life funded TRIFOCAL project (now ended), this provides a firm knowledge and proven assets foundation on which to deliver behaviour change intervention on sustainable food behaviours. Complementing this in 2019 London also received Ellen MacArthur Foundation (EMF) food flagship status. RL will continue to use existing SCBD assets on a London-wide basis through digital channels. Industry partnerships and funding opportunities will be sought through the EMF Flagship City work to expand and target this behaviour change work over the coming two years.

There are other considerations relating to food behaviour change activity. LWARB is a named partner to the EU DEAR (Development education and awareness raising) Food Wave – Empowering Urban Youth for Climate Action project. This three-year project is being led by the City of Milan and due to commence in 2020. If it progresses London would receive €308,000 over three years as 90% of the project cost.

6.3 Capacity building

The outputs of its research, innovation and demonstration work will be shared with all boroughs and waste authorities through reports, workshops, webinars, dissemination events, toolkits and subject specific surgeries.

In addition, boroughs have asked for support to help them embrace circular economy business models. LWARB through its programmes (and delivered to boroughs through Resource London) will develop the 'Circular Economy Academy'. The academy will help boroughs realise the opportunities of the circular economy and develop skills within the sector. The academy will be developed in partnership with the boroughs in order to meet their needs and expectations, but could include areas such as: procurement; planning policy asset management; and council operation. Support will also be provided to support borough to develop relationships with business delivering CE solutions and services to help the borough and its residents to transition to circular solutions. This could include the development of a London directory of CE businesses.

6.4 Service advice and support

Resource London will continue to offer support to all authorities. The majority of this will be delivered through cost recovery services which supplement the free to the user service detailed above.

Under this new way of working good practice and existing service support material and advice will be provided at no cost to authorities. But where authorities wish conduct borough specific research to obtain evidence to support a change a charge to cover costs will be raised.

Reuse and recycling plans (RRPs)

Resource London will continue to be provided free advice and act as a critical friend to all authorities in the development of their RRP. However, if an authority is seeking specific support for the implementation of actions identified in their RRP this will be dealt with as a service change and managed in the way listed below.

Service improvement and change

Service change advice i.e. utilising existing good practice and service data will be provided free to all authorities. However, if an authority is seeking support to conduct authority specific research (i.e. a service review, borough wide survey or service pilot) or implement service specific changes requiring additional input from the Resource London, Resource London will charge it's time at cost to support. This charge will be used to support the free to user activities.

Flats

Given the strategic importance increasing recycling from flats (DMR and food waste) support in these areas will continue to be delivered free.

Commercial service

Resource London will continue to support boroughs and businesses (including business partnerships and business improvement districts) to improve London's commercial waste recycling provision. Including the introduction of consolidation schemes. Where support is provided which generates an income Resource London will charge it's time to cover costs.

7 Circular London

Circular London is LWARB's other programme. Circular London's objective is accelerating the development of a circular economy in London through by promoting circular economy business models to SMEs and corporates, increasing the circularity of London boroughs, and developing and increasing knowledge in this area through research and data. Circular London complements and supplements Resource London. The activities and resources of both LWARB programmes with ensure that London waste authorities and Londoners receive the best support in making the circular economy transition.

8 Programme staffing

Resource London has a core team comprising:

- | | |
|--|--|
| • Head of Programme | Antony Buchan |
| • Head of Communications and Behaviour Change | Ali Moore |
| • Local Authority Support Managers | Beverley Simonson
Cathy Cook
Gemma Scott |
| • Project Development Manager – Commercial Recycling | Sarah Craddock |
| • Communication and campaigns lead | Violetta Lynch |
| • Communication and campaigns lead | Hannah Carter |
| • Communications and campaigns officer | Oliva Shaw |

9 Budget

The 2020-25 Resource London programme budget (inclusive of staffing, administration and delivery).

The below table sets out an indicative annual budget allocation by delivery area. Points to note:

- This is an LWARB only budget. It does not include any WRAP partnership funding or external project grant funding i.e. for #LNL.
- The budget does not include potential income from commercial consultancy services or cost offsetting from borough service recharge, which would reduce Resource London's staff overhead and therefore release funds into the programme spend.
- The line for 'new permanent staff' is for the continuation and conversion of two fixed term posts into permanent posts: London Recycles Campaign Lead and Commercial Recycling Lead. In addition the London Recycles Campaign Lead has been increased from a grade 6 to a grade 7 to recognise increased levels of responsibility.

- The line for 'flexible staff' is for the #LNL team as one 0.6FTE and one 0.4FTE. The intention is for LWARB to recoup the cost from external funding. However, in order to achieve this LWARB needs to guarantee the posts for a fixed to be reviewed. A two-year period has been budgeted.

Projects have different levels of resource intensity. Resource London does not apportion officer time to specific projects. The allocations therefore relate to budget available for external expenditure. Spend will be fluid throughout the year and subject to changes depending on when projects are delivered and when boroughs come forward to take advantage of the support. Spend against forecast is therefore subject to variations.

Table 1: Indicative Resource London budget project allocation for 2020-21

		20/21	21/22	22/23	23/24	24/25
Discretionary programme budget	Research, innovation and demonstration (the London lab)	400,000				
	Behaviour Change	360,000				
	London Recycles (incl. PR)	250,000				
	Love Not Landfill (#LNL)	30,000				
	Sustainable food behaviours	80,000				
	Capacity and support	40,000				
	Service advice and support (incl. RRP's, Flats Food)	200,000				
Total	960,000					
New staff costs	new permanent staff and overheads	120,000	122,400	124,848	127,345	129,892
	flexible staff and overheads (2yr commitment)	48,180	49,144	0	0	0
	Total	168,180	171,544	124,848	127,345	129,82
	Programme Budget	1,128,180				
Fixed costs	Permanent staff (incl. LWARB recharge)	449,600	458,492	467,522	476,692	487,006
	Overheads (rent, professional fees etc.)	97,866	103,528	109,736	116,543	124,011
	Total	547,466	562,020	577,258	593,236	611,017
Total Programme Budget		1,675,646				

Policy Landscape

London's London Environment Strategy

Published May 2018. Policies and proposals to:

- Transition to a low carbon circular economy, and
- Make London a zero waste city:
 - By 2026 no biodegradable or recyclable waste will be sent to landfill
 - By 2030 65 per cent of London's municipal waste will be recycled
 - A minimum level of service for household waste recycling services (matched for commercial services)

The Mayor expects waste authorities to collectively achieve a 50 per cent LACW recycling target by 2025 and aspire to achieve:

- a 45 per cent household waste recycling rate by 2025, and
- a 50 per cent household waste recycling rate by 2030.

Resources and Waste Strategy

Published December 2018. Proposals and policies to move to a more circular economy which keep resources in use for longer.

The Strategy set out plans for radical changes to the way we manage resources and waste in the future. It states that the UK government will ensure that local authorities in England are resourced to meet new net costs arising from the policies that flow from the Strategy, including upfront transition costs and ongoing operational costs.

Government has set a timetable to progress the policy proposals and introduce changes in Extended Producer Responsibility (EPR), Deposit Return Schemes (DRS), Consistency in 2023.

ⁱ The Mayor of London, London Environment Strategy, Objective 7.1

ⁱⁱ Ibid, Objective 7.2

ⁱⁱⁱ Ibid, Chapter 10

CIRCULAR LONDON

Programme Plan 2020-25

Introduction

In contrast to the traditional linear, a circular economy is a holistic and regenerative perspective on design, production, consumption and disposal. The United Nation's Sustainable Development Goal number 12, "Responsible Consumption and Production," clearly addresses the need for a circular economy.

A circular economy is "one where materials are retained in use at their highest value for as long as possible and are then re-used or recycled, leaving a minimum of residual waste."ⁱ

The London Environment Strategy states that a low carbon circular economy is:

"...an environmental imperative, required to preserve the planet's scarce resources and limit the impacts of climate change and overconsumption – it is also a huge opportunity for London's businesses."ⁱⁱ

Cities and municipalities increasingly recognise the potential of the circular economy in serving as a catalyst for both efficiency and innovation. Urban areas lend themselves particularly well to a circular economy system due to their close proximity of citizens, producers, retailers and service providers. Initial research suggests that the circular economy could lead to more jobs and entrepreneurial activity within the areas of remanufacturing, repair, logistics and services.

Cities rely heavily on the supply of goods and services from outside their physical boundaries. Greenhouse Gas emissions associated with these supply chains are significant, particularly for C40 cities in Europe, North America and Oceania.

The UK Parliament, together with over 20 London boroughs, has declared a climate emergency. Given that consumption-based emissions contribute 45% of city-based emissions, the LWARB Circular Economy programme is London's lever to reduce the consumption-based emissions.

London already has a strong low carbon and environmental goods and services sector, worth £30.4bn as estimated through sales in 2014/15. The Mayor wants to ensure that as London and the world's economies make the transition to the low carbon circular economy, London's businesses and workers are supported to be able to compete effectively in, and benefit from, this growing global market.

A sizeable global low carbon market has already been established in response to existing environmental policy and regulations. It has enjoyed an average global growth rate of 11.3 per cent per year since 2008, during which average global GDP growth was 3.3 per cent. It is estimated to already be worth around \$5 trillion, or 4.7 per cent of global GDP.

1 What is Circular London?

In supporting the Mayor in the implementation of the London Environment Strategy, LWARB's Circular London programme has a broad remit to accelerate creation of the conditions for the city to thrive, through enabling and promoting circular economy principles across a wide range of stakeholders.

We act as convener, knowledge hub, capacity builder, critical friend and advisor to London boroughs, small and medium sized enterprises and corporates. We can also use LWARB's behaviour change expertise to influence the consumption patterns and resource usage of London's citizens.

2 Objectives

The programme objectives for the Circular London programme includes:

- Promotion of circular economy business models and increasing the circularity of London Boroughs
- To make a significant contribution towards the Mayor of London's aim that London become a zero-waste city;
- Reduction in consumption-based emissions.

As we complete the strategy and programme, we are undertaking work on metrics to better define our short-term and longer-term key performance metrics around:

- The degree of "circularity" in London, currently estimated at 11.7% across the EU;ⁱⁱⁱ
- The consumption-based emissions in London and the way in which our interventions reduce consumption-based emission (specifically related to our focus areas) - our work with the C40/Arup/Leeds University consumption-based emissions model will support this analysis;
- The increase in circular economy business models with reference to small- and medium-sized enterprises (SMEs) and corporates;
- The awareness of circular economy principles and their benefits across our focus areas.

3 Programme Focus

Food: London's households and businesses throw away an estimated 1.9 million tonnes of food each year. Edible food should never be waste. There is an opportunity to help Londoners to make sustainable food choices, minimise avoidable food waste and maximise food waste recycling.

Textiles: there a about 230,000 tonnes of textile waste in London each year with much of this being shredded or going to alternatives markets out side the UK and often outside the EU. The impact of clothing and textiles manufacture is enormous – it represents 5% of London's consumption-based emissions.

Plastics bring many benefits to our lives: from protecting our food to the clothes we wear, from cosmetics production to household appliances. But, plastics usage can have significant and adverse impact upon the environment. There is an opportunity to help Londoners to find and use alternatives to single use plastics and helping make these alternatives part of everyday life. Where single use plastics can't be avoided we need to maximising recycling rates, due to the high embodied carbon. Further analysis I required to better understand the consumptions-based emission associated with plastics.

While London does not differ greatly from the rest of the UK in terms of consumer electricals, there is an opportunity to help Londoners access alternatives options to access these products (including leasing and sharing); and making E&EE last longer through reuse and repair. Electrical items account for 4% of London's consumption-based emissions.

Built Environment – the construction, demolition and use of buildings has a huge impact upon our lives. In tonnage terms buildings and infrastructure creates around 10 million tonnes of waste each year, around 60% of London's total waste, and 11% of London's total consumption-based emissions.

4 Activity

The Circular London programme focus is accelerating the development of a circular economy in London by promoting circular economy business models to SMEs and corporates, increasing the circularity of London boroughs, and developing and increasing knowledge in this area through research and data.

The programmes focus will be:

- Promoting circular economy business models through:
 - The Advance London programme working with SMEs to redesign their businesses along circular economy principles, validate their models and

- amplify their impact; we expect that most of our accelerator businesses will come from the Advance London program and that Advance London businesses will create a pipeline for investment which is supported by our funding of the Greater London Investment Fund and Circularity Capital;
- The Circular London Accelerator: early feedback from participants in the first cohort is that it has been 'transformational'. We are looking to run a second accelerator in 2020-21 with a focus on fashion, food and build environment with LWARB funding matched by third party funding. Future accelerators will be self-funding from 2021-22;
 - Working with London-based corporates to support their ambitions to become more circular; existing activities include working with Investec, Lazard, Barclays, Canary Wharf Group, Adidas, Ted Baker and many others;
 - Working with London Boroughs to promote circular economy principles in policy development and promotion of suitable accredited products and services from businesses adopting circular economy models to citizens to support changes in consumption that reduce waste and emissions.
- Together with the Resource London programme and working with business, the GLA and waste authorities, we will look to develop and deliver a range of activities that provide the biggest emissions and tonnage reductions or recycling for the available spend. Where we can, we will work with partners to maximise impact and funding to addressing consumption-based emissions in our focus areas by prioritising our interventions as follows:
 - Food – reducing food waste and improving the food system through TRIFOCAL legacy activities, leveraging London's position as an EMF Flagship Food City and other high impact initiatives which we will develop;
 - Built Environment – demonstrating how to reduce virgin material in new construction and reduce cost through the CIRCUIT programme in partnership with Copenhagen, Hamburg and the region of Helsinki and use this platform to create projects which increase our impact on reducing consumption-based emissions in the built environment;
 - Plastics – build a programme to change consumption patterns associated with plastics and improve recycling and reuse;
 - Textiles – expanding our work with the C&A Foundation and QSA to increase circularity in fashion and continue our award winning #LoveNotLandfill initiative to increase recycling and increase the awareness of the impact of fast fashion on emissions;
 - Electronics and Electrical Equipment – based on the report we have commissioned develop a programme to support recycling and repair of electronics and electrical equipment.
 - Increasing awareness of circular economy principles through:
 - Circular Economy Week: following a hugely successful week in 2019, we will be looking to expand CE week to incorporate more cities and activities. We will be looking for sponsors and partners for future weeks to build the circular economy community in London and the UK;
 - Capacity building: Following consultation with boroughs, we have decided to establish a new Circular Economy Training Academy. The Academy will

provide low cost, professional training to borough officers and we will look to extend this commercially to other municipalities and to businesses. It will be delivered in the first instance through a training partner. We will invest our funds in designing the programme, developing the content and getting the programme up and running.

5 Delivery

Our programme is focused on creating demand from our potential clients in Government, the London Boroughs and businesses. It will be funded by funding from, for example, existing ERDF and Horizon 2020 programmes, as well as our own resources and commercial revenue generated from the commercialisation of our value proposition of accelerating the transition to a low carbon circular economy.

Support will be provided to those authorities who are committed to tackling the climate emergency and who are committed to making changes that are in line with the aims of the London Environment Strategy.

We will optimise the use of our own resources to deliver the programme and we will continue to work with delivery partners such as QSA and Carbon Trust who can expand our capacity to deliver.

The delivery of the programme is dependent on increasing our commercial revenue and raising additional funding. We will develop the commercialisation strategy and fund-raising plan as an input into the Business Plan to ensure that the programme can be delivered.

Our programme will require investment in:

- **Research:** In order to continue to operate the most effective and cutting-edge programmes and build our credibility, we need to conduct world leading research. We will design a programme of research that we can undertake with leading research organisations. We expect to announce the results of the research at major events to build our profile and promote London. We will also invest in research in the focus areas to develop programmes which maximise our reduction of consumption-based emissions;
- **Knowledge:** Given our role as the catalyst for action, it will be important that we are able to create, manage and share knowledge as effectively as possible. This will require investment in knowledge systems, methodology, toolkits and other assets which we will undertake in collaboration with others and make available to our public sector partners and businesses. Our knowledge capability will underpin our commercial services and increase the capability of our staff;
- **Corporate engagement:** We will undertake a more focussed approach to corporate engagement. A small budget will facilitate our relationship building and serve as a basis for business development of our commercial propositions;

It is also aligned with our investment in funds including the Sustainable Accelerator, the Greater London Investment Fund and Circularity Capital. We anticipate that it will build a

pipeline of investments for those funds thereby providing access to finance for circular economy businesses.

6 Resource London

Resource London is LWARB's programme for London's local authorities. The programme works with London's waste authorities and citizens to help reduce consumption-based emissions through the promotion and adoption of circular economy principles. Activity is targeted on waste minimisation and improving the capture and quality of recycling. The activities and resources of both LWARB programmes with ensure that London waste authorities and Londoners receive the best support in making the circular economy transition.

7 Programme staffing

Our programme will be based on our current staffing supplemented with the following additional staffing:

- One additional policy and strategy advisor to develop and implement propositions to the London boroughs and businesses in relation to, for example, the development of a directory and for the accreditation products and services offered by businesses with circular economy business models and the capacity building programme for Local Authorities;
- One additional strategy advisor to oversee the research programme, knowledge development and outreach to corporates so that we can develop a pipeline of business which we can convert into projects and deliver effectively.

In addition, we will recruit staff to deliver the programmes in line with the commercial revenue that we are able to generate and the funding that we are able to source. This resourcing will be cost and revenue neutral so has not been explicitly included in the resourcing plans and budget.

The creation and delivery of the programme is dependent effective engagement with the new commercial manager and funding manager.

6 Budget

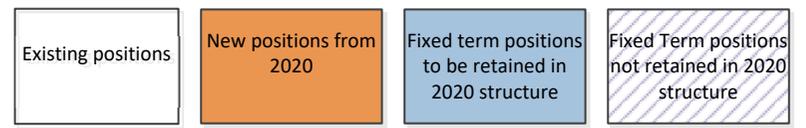
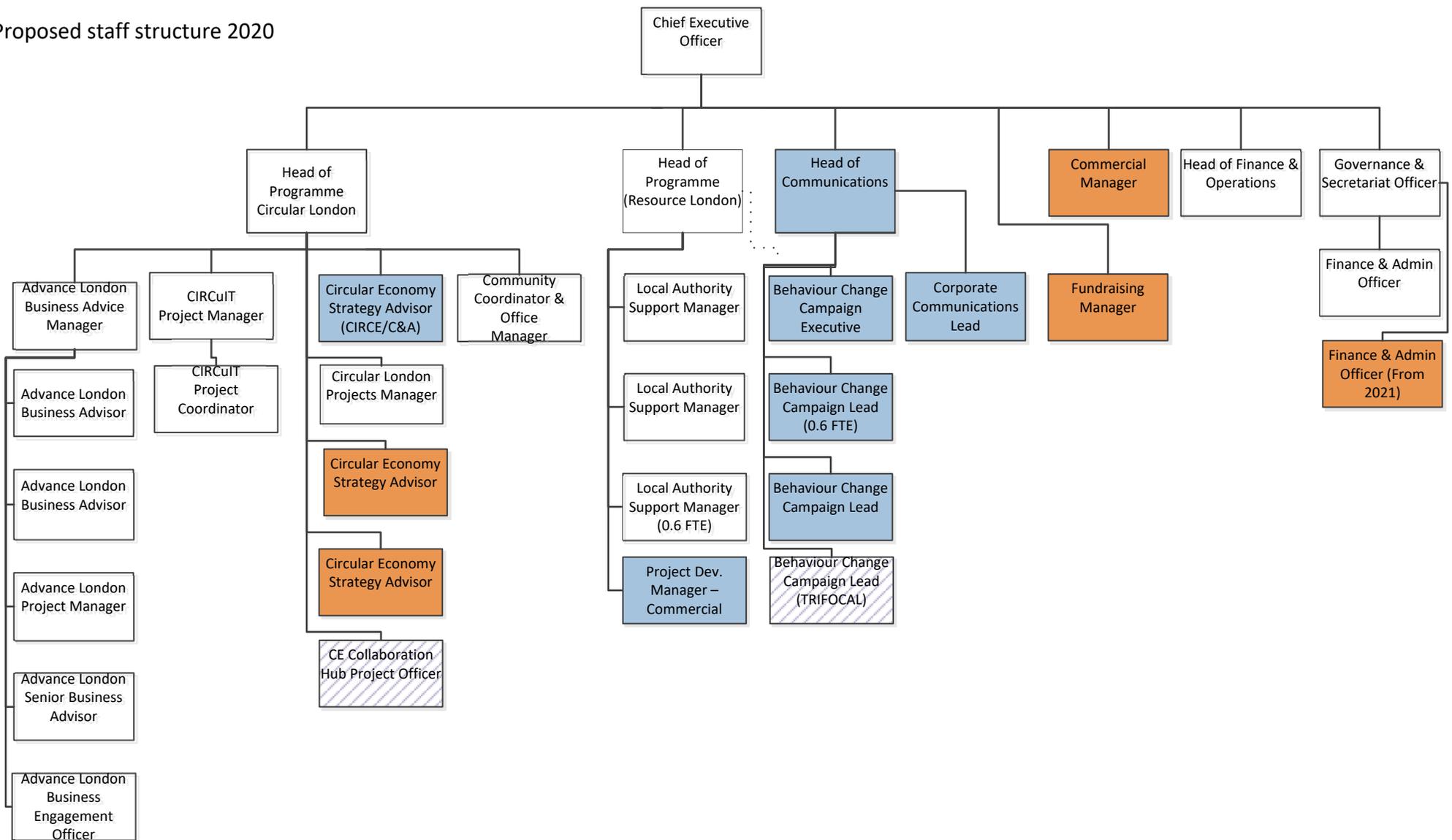
Circular Economy programme		£ 000's				
Staff		344	338	332	325	318
Accelerator		150	-	-	-	-
CE Week		50	55	61	67	73
Capacity Building		50	50	50	50	50
Research		50	50	50	50	50
Commercialisation		20	20	20	20	20
Investment in knowledge		50	50	50	50	50
Focus area projects		150	150	150	150	150
Corporate engagement		15	15	15	15	15
Advanced London programme						
Staff		367	369	265	-	-
Programme expenditure		55	56	55	-	-
EDRF funding		- 239	- 240	- 180	-	-
		1,062	912	867	727	726

ⁱ Mayor of London, Draft London Plan , paragraph.9.7.1, July 2019

ⁱⁱ Mayor of London, London Environment Strategy, p.34

ⁱⁱⁱ [<https://ec.europa.eu/eurostat/web/products-eurostat-news/-/DDN-20190918-2>], accessed on 24/10/2019, defined as material resources used in the EU that came from recycled products and recovered materials, thus saving primary raw materials from being extracted.

Proposed staff structure 2020



LWARB Draft 5 Year budget plan @ 31/10/19					
	2020/21	2021/22	2022/23	2023/24	2024/25
Resource London programme	£ 000's				
Staff	544	555	507	517	528
Research, innovation & development (London lab)	360	360	360	360	360
London Recycles (incl. PR & evaluation)	250	250	250	-	-
Love Not Landfill	30	30	30	30	30
Sustainable food behaviours	80	80	80	80	80
Capacity building	40	40	40	40	40
Service advice & support (incl. RRP's)	200	200	200	200	200
Training, conferences, etc.	9	9	9	9	9
	1,513	1,524	1,476	1,236	1,247
Circular Economy programme	£ 000's				
Staff	344	338	332	325	318
Accelerator	150	-	-	-	-
CE Week	50	55	61	67	73
Capacity Building	50	50	50	50	50
Research	50	50	50	50	50
Commercialisation	20	20	20	20	20
Investment in knowledge	50	50	50	50	50
Focus area projects	150	150	150	150	150
Corporate engagement	15	15	15	15	15
Advanced London programme					
Staff	367	369	265	-	-
Programme expenditure	55	56	55	-	-
EDRF funding	- 239	- 240	- 180	-	-
	1,062	912	867	727	726
Central costs	£ 000's				
Staff	824	780	810	838	854
Office expenses	42	43	43	44	45
Other overheads	171	157	160	163	166
Office Rent	359	360	371	372	372
Professional fees	35	20	21	21	21
Marketing & communications	101	83	85	86	88
	1,532	1,443	1,490	1,524	1,547
Revenue programme	£ 000's				
Resource London	- 25	- 40	- 60	- 80	- 100
Accreditation service	- 25	- 50	- 90	- 150	- 200
Training	- 5	- 8	- 10	- 13	- 15
Workspace	- 10	- 20	- 30	- 30	- 30
Fundraising	-	- 25	- 50	- 75	- 100
Sponsorship	- 5	- 10	- 20	- 35	- 50
	- 70	- 153	- 260	- 383	- 495
Net programme expenditure	4,038	3,727	3,573	3,104	3,025
Investment income	- 110	- 2,116	- 346	- 901	- 319
Investment expenditure	2,515	1,690	1,454	23	41
	2,405	- 426	1,108	- 878	- 279
LWARB net budget spend	6,443	3,301	4,681	2,226	2,746