



07/02/19 – 3 : Programmes Update

Board paper title		Paper 07/02/19 – 3
LWARB Programmes Update		
Report by	Wayne Hubbard	
Job Title	Chief Operating Officer	
Date of decision	Board Meeting 07 February 2019	

Summary
This paper presents updates on the LWARB programmes.

Recommendations
<ul style="list-style-type: none">To note the updates presented.

Risk Management	
Risk	Action to mitigate risk
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.

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PART A – Non-confidential items

Why the paper is being presented

The paper is presented to update the Board on activities in its current programmes.

Advance London

The Advance London team has been very busy over the past few months as a number of long-standing strategic projects come to fruition. The circular economy investment market within the UK is growing, with several funds having launched or in design. Many investors have taken a sector approach to tackle specific problems. Both Sky’s Ocean Ventures Fund and Creolus are seeking innovative solutions to manage plastic waste and we are aware of a new sustainable food fund in development. Further sector specific public funds are likely to be available over the coming months as the UK Government seeks to replace the funding provided by the EU and deliver their Industrial Strategy.

Circular Economy Accelerator

The startup application process closes on 31st January – to date (writing 2 weeks before close) we have had over 50 applications, of which around 12 are credible with interesting technologies that would fit with the programme aims. The majority of good quality leads have been businesses that are already known to Advance London or have been referred by a partner organisation. The businesses which have applied have ranged from smart building technology to maximise utilisation, to modular furniture and bio-alternatives to cement.

In parallel, we have progressed our partner discussions. The aim was to secure support across the built environment value chain and to date we have commitments from BAM, Laing O’Rourke, Galliford Try, LLDC and JLL and we are still hopeful of signing up more. Our discussions to date have highlighted that there is demand at a corporate level for circular innovation, but that few organisations are resourced to deliver it internally, or know how to exploit it from external sources. Our accelerator is attractive to those corporates because it gives them exposure to new technologies and business models in a relatively risk-free way, without having to invest significant internal resources.

Venture Capital Fund

Please see confidential section.

Business Support

The Advance London business support programme is now in its final year of operation (under the current funding structure) with lots of activity across the team. The team is constantly iterating how it delivers support in order to deal with the high levels of demand, with a twin-track approach now being taken. Those SMEs that are perhaps less scalable or require a lighter touch intervention are taken through a series of

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workshops to build capacity, with more in-depth advisory support targeted at those SMEs that can deliver the highest level of impact and achieve the programme's jobs and new product targets. We have submitted a bid for follow-on funding from ERDF, for a further 3 years of operation and should know whether we have been successful at some point in February.

More details on the Advisory Support programme and investment portfolio can be found in the Confidential section of the paper.

Circular London

Develop London's profile as a leader in circular economy by developing relationships with key national and international organisations

LWARB sponsored and was well represented (Chair, CEO and Circular Economy Manager) at Business in the Community's Waste to Wealth event on 22 November 2018. Both Prince Charles (who referenced LWARB as an example of good practice in his speech) and Michael Gove gave key note speeches. The Advance London team hosted an exhibition stand which showcased eight of their client businesses. BiTC launched their circular office guide at the event. LWARB's new office is a key case study.

Deliver action against, and review, London's circular economy route map

Some highlights on route map progress are set out below. The Circular Economy team anticipate undertaking a review of the route map with stakeholders by June 2019. This work is currently being scoped out with the support of the senior management team.

Built environment

Re-usable buildings project

This short pathfinder project has worked with built environment clients to explore and test a vision for a re-usable buildings and components market in London. The project has developed and tested business cases for client adoption. A stakeholder engagement workshop was held attended by Clarion, Telford Homes, LB of Lewisham, LB of Tower Hamlets, LB of Wandsworth and the Place Corporation. The project, led by our Collaboration Hub Officer, is now complete and the final report available for the board on request. The recommendations of the project will be potentially fed into a new Climate KIC proposal and will inform the H2020 CiRCUIT project.

Circular Construction In Regenerative Cities (CiRCUIT)

LWARB is a key partner in an EU Horizon 2020 stage 2 bid that will focus on circular economy built environment demonstrator projects. The stage 2 bid has been successful and the project is expected to start on 1 May 2019. The London consortia will receive

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around two million euro, with around one million euro to cover LWARB staff time and to facilitate circular economy built environment demonstrator projects. The project is 100% funded by the EU.

Office refit

The office refit has been well received and has created interest with those who are currently considering a refit of their own office. We've given numerous tours and an event was held that showcased the office with the fit out contractor and suppliers in attendance, which was well attended by a selected audience of built environment professionals.

Textiles

European Clothing Action Plan (ECAP) - business models

LWARB and QSA Partners continue to work with ASOS to pilot a circular economy business model as part of our commitment under the ECAP project. ASOS are developing a white paper on their lessons learned on this project which can be shared with other businesses. They will also attend the final ECAP conference in Amsterdam on 15 February 2019.

C&A Foundation project

LWARB and QSA are working with four retailers to develop initial propositions for circular economy business models, tailored to the retailers through in depth examination of business parameters. The first 6 month report to the C & A Foundation was submitted for verification. LWARB will attend a workshop with the C & A Foundation and the other "Bridging the Gap" project delivery organisations in Amsterdam on 26-27th February to discuss cross project collaborations. LWARB continues to liaise with the Making Fashion Circular team at the Ellen MacArthur Foundation to identify opportunities for collaboration.

Electricals

LWARB is currently tendering for a piece of work which will build upon the electricals section of the route map, help to identify policy best practice from across Europe (to support the CircE project) and provide recommendations for the route map review.

Develop the circular economy community in London to disseminate circular economy thinking via the Circular London website and an annual programme of events

The Circular London community is growing, with 245 members now signed up to receive news and events information. We have hosted an event on the new office refit and a Christmas networking event jointly with Advance London and Circular Economy Club. A plastics event is planned for late Feb/early March.

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Circular London is working with the CEO to develop an enhanced membership offering that would include use of our office space, meeting rooms and consultancy/training. We will be testing the offering with community members in the next couple of months.

Circular London plans to host a second London Circular Economy Week w/c 10 June 2019. The team will look to leverage more partners to participate in this year's event through early promotion.

Extend work on circular economy metrics to more fully capture progress towards London becoming a more circular city

Based on the Cambridge Econometrics report and the work of the EU Urban Agenda Partnership working group on circular economy metrics, the Circular Economy Manager is putting together a one pager of circular economy metrics.

The Circular Economy Manager is presenting LWARB's work to date in this area at the JPI Urban Europe Policy Conference on 12 February 2019.

Work with C40 and EMF to define and quantify the circular economy contribution to a low carbon economy

Liz Goodwin and Wayne Hubbard met the C40 CEO, and we are actively discussing ways to collaborate.

Develop policy interventions to support the Mayor's policies including the Environment Strategy, London Plan and economic development strategy (including the delivery of the Circe project)

Policy updates

Since the last Board meeting the Circular Economy Manager has participated in the launch of London's Food Strategy, sitting on a panel alongside the Chair of LWARB who gave a presentation on SDG 12.3.

Circular Economy Statement guidance

The guidance to sit alongside the circular economy statement policy in the draft London Plan is now complete. It will be turned into a design guide, the first in a set of guides to support the Mayors 'good growth by design' work. The policy and guidance will be subject to an examination in public in late April 2019. In the meantime, further testing will be carried out on the guidance with industry including at a UK Green Business Council masterclass which was held on 29 January 2019 at LWARB's offices.

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CircE

The Circular London team delivered a CircE stakeholder event on 27-28 November. Over 40 European project partners and stakeholders visited London to learn about London's pioneering circular economy work. The visit included a networking event with over 40 London stakeholders, presentations detailing key projects and guided tours to the Olympic Park, Mercato Metropolitano and Sustainable Bankside to showcase innovative buildings, SMEs and projects.

LWARB attended a CircE visit to Wroclaw, Poland with Highways England to support built environment knowledge sharing. An analysis of London's London Environment Strategy in relation to Circular Economy was also created for the project.

Engage London boroughs with the circular economy agenda and benefits through the development of the circular economy champions programme

Three new borough champions have been appointed, those being colleagues from Hackney, Camden and Bromley. Our Circular Economy Policy and Projects Officer will meet with each borough in turn to understand their circular economy aspirations, help develop a project plan and ensure they are offered opportunities to engage with the Ellen MacArthur Foundation through our membership.

In parallel, at a LEDNET meeting on 3 December, our CEO, Circular Economy Policy and Projects Officer and Business Support Officer presented the circular economy economic development opportunity to boroughs, including short presentations from three of Advance London's circular economy businesses. The presentation was well received and created a lot of interest. Chris Lee, our circular economy lead on LEDNET, suggested a LEDNET sub group on circular economy that will meet quarterly for environment directors to both understand more about circular economy and identify areas for potential activity within their borough. Seven environment directors volunteered to be part of this group with the environment directors of the three new borough champions also being invited to join. The first session will be held on 21 February at LWARB offices with the agendas and content being supported by the Circular London team.

Develop a pipeline of collaboration opportunities that results in relationships with 3 corporates to deliver circular economy demonstrator projects (including the delivery of ECAP and C+A projects and contributing to the stage 2 H2020 bid)

Please see demonstrator spreadsheet attached as Appendix 3 in the confidential section of this report.

Contribute to LWARB's post 2020 strategy/business development

The C+A Foundation and H2020 funding will contribute to LWARB's post 2020 budget.

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Resource London

Resource London Partnership Board

Met last on 18 December 2018. The next meeting is scheduled for 7 March 2019.

Resource London programme activity

Borough support

Reduction and Recycling Plans

The London Environment Strategy includes a requirement for all London boroughs to develop reduction and recycling (RRP) plans, the first of which will cover the four year period from 2018 - 2022.

- *7.2.1.b: The Mayor expects local authorities to develop reduction and recycling plans by 2020, which should include local reduction and recycling targets that contribute to the Mayor's London-wide targets.*

It makes it clear that resources have been made available through LWARB (Resource London) to assist waste authorities in preparing these plans. Officers supported GLA colleagues to develop the RRP template, which has been disseminated to all boroughs along with guidance on completion. Resource London officers have contacted every London borough to reiterate the offer of support, and have met with all wave one authorities.

1-2-1

Resource London continues to provide and scope a number of bespoke service support projects with waste authorities planning or delivering service change or to boost the performance of their existing services, included: targeted grant support to four boroughs (Hackney, Islington, Merton and Bromley) to boost participation and volumes collected in their food waste collections; support of the RBKC food waste pilot; LB Lambeth food waste interventions (which has been so successful the borough is looking to roll this out borough wide) and LB Barnet full service review.

Flats

Resource London has partnered with the Peabody Housing Association and six inner London boroughs to explore solutions that will improve recycling in purpose-built flats. Pre-roll out monitoring was completed during May and June 2018. This consisted of eight weeks of waste tonnage monitoring including one week of compositional analysis.

The minimum standard and five interventions (in home storage solution, emotive messaging, feedback, tenant pack and more smaller bins) were rolled out across the 12 estates between September - October. The interventions have now been in situ for three months.

One week of interim compositional analysis was then undertaken in December to look at the initial impact of the interventions. A verbal update will be provided at the meeting on the results. Post monitoring will be completed during the exact same 8 weeks in May and June 2019.

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Finally, the minimum standard communications have been so well received that due to demand from boroughs and other organisations, Resource London are developing a toolkit so that others can use the minimum standard communications materials. This will be ready in late January.

Communications and Behaviour Change

London Recycles

Year two of the 'One bin is rubbish' campaign started in October, with bus-side advertising, using the same artwork as last year's bus-sides. This is being repeated in January. The digital campaign started on 8th November, with three new 'priming' posts created to support the 'One bin is rubbish' in-home storage messaging. A partnership with Joe Media has resulted in two films. Both actively support the 'One bin is rubbish' in-home storage message. On 10th January we launched a new mini- social media advertising campaign (under the 'One bin is rubbish' campaign umbrella) called #KnowYourPlastic. The campaign was supported with PR which resulted in interviews on BBC London Radio, London Live, and BBC London TV news. All digital content published so far is on the London Recycles Facebook page here:

www.facebook.com/LondonRecyclesUK/

Last year, Recycle for London moved to 'London Recycles' as a pilot. The 'London recycles' format of the campaign brand is now being used consistently across all new assets, replacing 'Recycle for London' as the campaign brand on social media channels, adverts and all new local authority communications templates and materials. This is in line with the national Recycle Now campaign, which now uses the new 'XX recycles' formulation on all assets created and provided to waste authorities across the UK. A decision was therefore taken at the RL Partnership Board in December (subject to discussion with the GLA on finalise ownership of assets and ongoing management arrangements) to change the campaign brand on a permanent basis, including changing the URL of the website (currently www.recycleforlondon.com) to www.londonrecycles.net or www.londonrecycles.co.uk.

TRIFOCAL

The third three-month wave of TRiFOCAL's householder campaign activity, under the campaign name 'Small Change, Big Difference', commenced with Sutton, Hounslow and Islington in January. The London-wide PR and digital activity has been successful at increasing the reach and impact of the 'Small change, big difference' campaign. All content can be seen at: www.instagram.com/smallchangebigdifference/ Prolongation of the TRiFOCAL project has been requested of the EU, for which underspend in the current project period has been allocated.

Love Not Landfill (ECAP)

Love Not Landfill (LNL), our textiles campaign targeting 16-24-year olds to promote clothes donation and second-hand shopping, continues to perform exceptionally well. The LNL pop-up shop took place in Truman Brewery, Brick Lane, from 8th to 11th November (with a media launch on the evening of the 7th). Four charities and an online second-hand clothes platform (Depop) hosted concessions in the space; each charity

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was paired with a fashion influencer who curated a collection for sale with their charity. The charities and their partner influencers were:

- Oxfam – Paloma in Disguise
- Barnardos – Confetti Crowd
- TR Aid – Lizzie Loves
- Trinity Hospice – Jasmine Hemsley

The response to the shop has been overwhelmingly positive and has resulted in exceptional media coverage, as well as some promising conversations with major brand and retailer partners about future activity. In addition, all charities involved are keen to collaborate on similar events in the future.

Municipal Waste Programme

To meet the Mayor's 65 percent municipal waste recycling target, the Mayor is encouraging waste authorities to identify opportunities to improve their own commercial waste recycling services (Proposal 7.2.1.d "The Mayor, through LWARB, will support waste authorities to boost business reuse and recycling performance"). To support this Resource London has appointed a specific commercial waste recycling project manager. The initial phase involved speaking with all 33 Local Authorities to determine the current level of their commercial waste service provision, what they see as the largest barriers to increasing their commercial recycling rate, and what support they would like to receive from Resource London to improve this. Appendix 1 details the key findings from these conversations as well as the support available.

In addition, conversations were held with 20 Business Improvement Districts (BIDs) to discover whether they operate a waste consolidation scheme, the effectiveness of it, and what support they would like to receive from Resource London (Appendix 2 All Local Authorities and BIDs have been advised of the available support and a number of support projects are being scoped.

Additional Information

Appendix 1: Commercial Recycling Strategy - Local Authorities
Appendix 2: Commercial Recycling Strategy – BIDs

Commercial Recycling Strategy – Local Authorities: Findings to Date and Next Steps

Introduction

Resource London is a programme of support for London’s waste authorities, funded by LWARB and WRAP (www.resourcelondon.org). For 2018 – 2020 a new project has been established to work with London’s waste authorities, commercial waste companies and business support organisations to increase commercial recycling in line with the Mayor’s [London Environment Strategy](#).

London Environment Strategy Key Policies:

7.2.1.d: The Mayor, through LWARB, will support waste authorities to boost businesses reuse and recycling performance

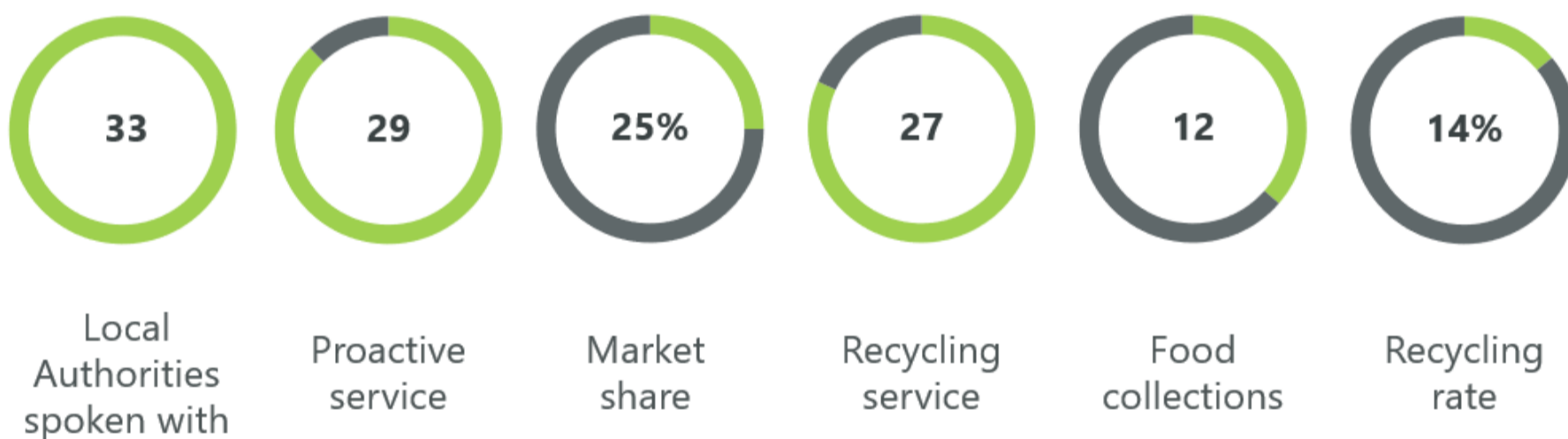
7.2.2.a: The Mayor will support efforts to consolidate commercially collected waste services to improve recycling performance, reduce congestion, improve the public realm and improve air quality

7.2.2.b: The Mayor will work with waste authorities and other partners to cut single use packaging and promote Duty of Care requirements to reduce littering and fly tipping

Phase one of the project involved speaking with London boroughs to determine the current Local Authority commercial waste service provision. Conversations have been held with all 33 Local Authorities to discover contract details, service offering, barriers to recycling and views on how Resource London can support boroughs with their commercial recycling.

Key Findings

29 of the Local Authorities spoken to have a proactive commercial waste service with an average 25% market share. 27 of these collect at least one recycling stream and 12 provide a segregated food waste collection. Despite 82% of London Boroughs offering a recycling service, the average recycling rate for Local Authority collected commercial waste in London is only 14%.



There is great variation in the commercial waste service provision offered by different Local Authorities from the streams collected to the available infrastructure. Examples include:

- Presence of a contract between Local Authority and customers
- Standard services range from just refuse to inclusion of up to four recycling streams
- Reported market share varies from less than 1% up to 70%
- Over 50% of Local Authorities do not know their commercial recycling rate
- There is a combination of dedicated commercial vehicles and those that co-collect with residential collections
- The extent to which commercial fly-tipping is present varies widely across London, as does enforcement resource
- Customer base tends to be predominantly SME’s and customers that only have refuse collections (i.e. the heaviest collections)

Barriers to Recycling

Each Local Authority provided a list of barriers that they believe are currently impacting on increasing commercial recycling rates. These have been grouped into common themes and are listed out below:

1. SME's are not interested, they do not have the resources or time, they do not see the value in it or see it as a priority and they believe it is too expensive and difficult
2. Operational restrictions such as vehicle capacity being full, a lack of vehicle availability due to shift and service sharing and limited crew availability
3. A lack of space within businesses and limited collections (streams and frequency) means not enough space to store and segregate
4. A lack of presence from sales staff and insufficient sales targets to push recycling and inflexible pricing
5. No statutory targets set for Local Authorities so no incentive to invest in additional resources or services
6. Insufficient legal requirements on businesses to recycle
7. No education given to new business employees – would also be very difficult due to transient and diverse workforce in London
8. Local Authorities focus is on financials – hard to encourage recycling take up when the cost difference is insignificant (e.g. due to disposal authority costs)
9. Clear-all policy encourages fly-tipping
10. Market fragmentation – each operator has their own agenda with no collaboration to do the right thing

Resource London Support

Each Local Authority was also asked for their ideas on how Resource London can support their commercial waste service. These have been grouped into related themes and seven have been selected as within Resource London's scope and deliverable within the available project resources over the next 18 months. Details and timelines for each action have been compiled based on discussions with the Local Authorities and the GLA. These will be reviewed regularly to ensure they are still relevant and so may change and develop as the programme progresses.

ACTION	DETAILS	TIMESCALE
1 Service review / improvement and contract support	<ul style="list-style-type: none"> • Reviewing and advising on current or proposed service provision • Reviewing commercial campaigns to be run • Assist with transition between contracts or contract-to-inhouse • Support to introduce new services (e.g. food, DMR) • Assist with creating business cases to expand service resources 	Ongoing support available
2 Sharing best practice on Local Authority services and operations	<ul style="list-style-type: none"> • Via a network or forum • To share best practice, easy wins, what does and doesn't work, etc... 	Development: Dec 19 – Feb 19 Support available: Mar 19 onwards
3 Communication and education	<ul style="list-style-type: none"> • Standard London-wide literature / comms / graphics • Campaign ideas for businesses, e.g. plastic free • Online training videos for businesses to share with employees • Highlight benefits of recycling to businesses • Education on Duty of Care, producer responsibility, use of licensed suppliers, how to present waste, impact of fly-tipping • Promotion of the Mayor's water refill scheme and identification of suitable locations for fountains and refill businesses • Include education and awareness around air quality, benefits of consolidation, etc 	Development: Mar 19 – May 19 Support available: Jun 19
4 Facilitating / enabling cross-borough services	<ul style="list-style-type: none"> • Between boroughs that have no / limited service and those that run a complete service • Review potential for take up of regional contracts that can be sub-contracted to other Local Authorities 	Development: Jul 19 – Oct 19 Support available: Oct 19 onwards
5 Creation of a formal contract / SLA for customers	<ul style="list-style-type: none"> • Between Local Authorities and customers 	Development: Dec 18 – Mar 19 Support available: Mar 19 onwards
6 Support with pricing	<ul style="list-style-type: none"> • Information on market forces / disposal costs to educate sales pricing 	Development: Mar 19 – Jun 19 Support available: Jul 19 onwards
7 Business development assistance	<ul style="list-style-type: none"> • Standard tool / template to submit tender proposals for larger clients • Sharing key drivers for businesses when choosing a waste provider 	Development: Jul 19 – Sep 19 Support available: Oct 19 onwards

**Development timescale: when Resource London will dedicate resource to developing this support material. During this period, you may be asked to provide input and / or feedback*

**Support available timescale: when this support item will be available to all Local Authorities*

An eighth item was also identified: sales staff training and development of collateral. This will be reviewed again once private waste operators have been engaged to ensure that any provision of this as a resource is applicable and relevant to all.

Next Steps

All Local Authorities can get support on, or be involved with, any of the above actions listed. To assist with managing resource levels throughout the programme please email sarah.craddock@resourcelondon.org by Thursday 15th November to advise which actions you would like:

- Support with, and if you have a preferred timeline for each of these
- To be involved with, for example – do you already have educational material that you are happy to share, and it be used / adapted, to develop a London-wide educational programme?

All requests will then be reviewed, and a decision made on whether support can be provided based on the available resource levels and at what point in the project.

Commercial Recycling Strategy – Business Improvement Districts: Findings to Date and Next Steps

Introduction

Resource London is a programme of support for London’s waste authorities, funded by LWARB and WRAP (www.resourcelondon.org). For 2018 – 2020 a new project has been established to work with London’s waste authorities, commercial waste companies and business support organisations to increase commercial recycling in line with the Mayor’s [London Environment Strategy](#).

London Environment Strategy Key Policies:

7.2.1.d: The Mayor, through LWARB, will support waste authorities to boost businesses reuse and recycling performance

7.2.2.a: The Mayor will support efforts to consolidate commercially collected waste services to improve recycling performance, reduce congestion, improve the public realm and improve air quality

7.2.2.b: The Mayor will work with waste authorities and other partners to cut single use packaging and promote Duty of Care requirements to reduce littering and fly tipping

Phase one of the project involved speaking with London’s Business Improvement Districts to determine what waste consolidation or preferred supplier schemes they currently have in place. Conversations have been held with 20 Business Improvement Districts to discover their operational details, whether a waste consolidation or preferred supplier scheme is in place, and the effectiveness of the scheme.

Key Findings

Out of 58 BIDs in London, 20 responded and provided details of their services. 13 of the BIDs spoken with have a waste consolidation or preferred supplier scheme in place. On average, these schemes have a 20% take up rate from their members.



There is great variation in how waste consolidation or preferred supplier schemes are run across different Business Improvement Districts:

- In some instances, all waste collections are subsidised by the BID – either fully or by an amount reflective of business rates
- Other BIDs provide a subsidy only for recycling – either fully or by an amount reflective of business rates
- Some BIDs do not provide a subsidy of any kind, but members receive discounted rates on collections
- Several BIDs also provide discounts (of a lesser value) to non-members
- Contracts between BIDs and their waste supplier are managed differently – some are fixed-term and so require going back out to tender at the contract end date, whereas others are rolling contracts

Resource London Support

Each Business Improvement District was asked for their ideas on how Resource London can support their waste consolidation or preferred supplier scheme. These have been grouped into related themes and four have been selected as within Resource London’s scope and deliverable within the available project resources over the next 18 months. Details and timelines for each action have been compiled based on discussions with the BIDs and the GLA. These will be reviewed regularly to ensure they are still relevant and so may change and develop as the programme progresses.

ACTION	DETAILS	TIMESCALE
1 Communication and education	<ul style="list-style-type: none"> • Standard London-wide literature / comms / graphics • Campaign ideas for businesses, e.g. plastic free • Online training videos for businesses to share with employees • Highlight benefits of recycling to businesses • Education on Duty of Care, producer responsibility, use of licensed suppliers, how to present waste, impact of fly-tipping • Promotion of the Mayor's water refill scheme and identification of suitable locations for fountains and refill businesses • Include education and awareness around air quality, benefits of consolidation, etc 	Development: Mar 19 – May 19 Support available: Jun 19 onwards
2 Best practice sharing between BIDs and updates / advise on industry developments	<ul style="list-style-type: none"> • Best practice sharing, easy wins, what does and doesn't work, etc • Information on waste market, consultations, best practice and new innovations • Support / advice on service provision from contractor 	Development: Apr 19 – Jun 19 Support available: Jul 19 onwards
3 Support with the establishment or improvement of a waste consolidation scheme	<ul style="list-style-type: none"> • Support BIDs to set up a waste scheme where one is not currently in place, including schemes that have received funding from TFL • Review and offer support to improve existing waste consolidation schemes 	Ongoing support available
4 Presenting at BID member events	<ul style="list-style-type: none"> • Present benefits of waste consolidation schemes, using preferred suppliers and the role of Resource London 	Ongoing support available

**Development timescale: when Resource London will dedicate resource to developing this support material. During this period, you may be asked to provide input and / or feedback*

**Support available timescale: when this support item will be available to all BIDs*

There were two further areas of support requested that have deemed to be outside of Resource London's direct scope:

- Ensuring private waste operators do not openly flaunt time-bands – passed to the GLA to review
- Accurate measurement of vehicle reductions from implementing a waste consolidation or preferred supplier scheme – passed to TFL

Next Steps

All Business Improvement Districts can get support on, or be involved with, any of the above actions listed. To assist with managing resource levels throughout the programme please email sarah.craddock@resourcelondon.org by Thursday 15th November to advise which actions you would like:

- Support with, and if you have a preferred timeline for each of these
- To be involved with, for example – do you already have educational material or collateral that you are happy to share, and it be used / adapted, to develop a London-wide educational programme?

All requests will then be reviewed, and a decision made on whether support can be provided based on the available resource levels and at what point in the project.