



01/10/20 – 3 Programmes Update

Board paper title		Paper 01/10/20 - 3
LWARB Programmes Update		
Report by	Wayne Hubbard	
Job Title	Chief Executive Officer	
Date of decision	Board Meeting 1 October 2020	

Summary
This paper presents updates on the LWARB programmes.

Recommendations
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.

Circular London

Our objective is to design and implement effective programmes, projects and initiatives to promote the Circular Economy in London (and facilitate learning for other cities).

Our key activities relating to our business plan are set out below. Our key partners include:

- the GLA where we have a close working relationship with environment and climate change teams
- London Councils through our relationship with the London Environment Directors Network (LEDNet) and our participation in the LEDNet Climate Cluster and the Consumption Emissions working group as part of the implementation of the London Councils Transport and Environment Committee (TEC) LEDNet statement on climate change

In addition, we are an integral part of the work relating to the green recovery including our extensive participation with Hounslow Council on their Green Recovery Board where circular economy features heavily in their implementation plans.

Research and Analysis

To support our objectives, we have initiated work to create the London Circular Economy Route Map 2.0. One of the key activities is to develop the capability to underpin London's planning and policy making with high quality research and analytics which enable a deeper understanding of the transition to net zero and reduction of consumption-based emissions. To support the development of the London Circular Economy Route Map 2.0, we have created an advisory board under the guidance of a joint LWARB and GLA project board to provide the GLA with evidence and advice for policy making. Our first project board took place on 15th September and our first advisory board meeting will take place on 8th October. The advisory board will consist of representatives a range of organisations with expertise in circular economy policy and analytics including C40, Ellen MacArthur Foundation, Institute of Policy Research, Defra, Policy Connect, SITRA, Glasgow City, Circle Economy and others.

Accelerating the implementation of the circular economy in London

London is, together with New York and Sao Paulo, one of three Flagship Cities of the Food Initiative Ellen MacArthur Foundation. The initiative is convening a consortium of public-private businesses to co-design, test, and scale solutions based on circular economy solutions for food, including food waste reduction.

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London is one of the implementation partners of the EU funded project Food Wave, aiming to increase citizens' knowledge, awareness, and engagement on sustainable patterns of food consumption and production for climate change mitigation and adaptation. It focuses on young people (15-35 year olds) and, in particular, young people from disadvantaged backgrounds.

A series of food events will be held in December to accelerate the pace of the transition:

- 1) "London vs. food waste" event on the 3rd of December (12.3) with the objective of encouraging attendees to sign up as an official Friend of the Champions 12.3 movement and take action on food waste in their own business.
- 2) Meet the Innovator event to facilitate collaborations between key player of the food chain and London circular food innovators

The implementation of the CIRCUIT Programme where LWARB is a partner in an EU Horizon 2020 project is building momentum. The project involves Copenhagen, Hamburg and Helsinki Region (City of Vantaa) as well as London. The programme is developing London based demonstrations with the GLA, boroughs and private sector partners. We are preparing digital outputs, training, events and other dissemination activities that explore how circular construction principles and strategies can be replicated and scaled at city level.

As part of CIRCUIT, we are in progress of establishing networks across the built environment, which include:

- The City Network, a group of European cities in addition to the four CIRCUIT cities that will meet once a year to discuss learnings from the project and share ideas about circular construction. Participating cities include Manchester, Glasgow, Liepaja, Lisbon, Helsinki, and Vienna. The first meeting will be held on 3rd November and explore the theme, 'Circularity in data and urban planning policy'.
- An Urban Decision Maker Forum in each CIRCUIT city. In London, this forum will bring together key planning and design stakeholders from across the city to identify key local barriers, opportunities, and policy changes to accelerate implementation of circular construction and will co-develop implementation toolkits and Circular Building Roadmaps. The forum will also steer the development of resources, training and other support required. The first meeting will be held on 28th September, and, along with the GLA, will have participation from the following councils: Redbridge, Camden, Newham, Hounslow, City of London, and Southwark.

We are completing our work with the Laudes Foundation (formerly called the C&A Foundation) on the development of circular business models for the fashion industry. Our work is focusing on identifying the environmental impacts the new business models have brought about and how the lessons from the project can be shared to encourage further uptake. This will include a microsite, a video on the learnings, and case studies. We are also investigating a circular fashion city charter concept.

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Following on from last year's successful London Circular Economy Week, we held a virtual #CEweekLDN 2020 from 1st – 5th June to coincide with World Environment Day on 5th June. The week began with a launch event on Mon, 1st June followed by three key events on the CIRCulT project on Tuesday 2nd, and behaviour change and finance on Weds 3rd and Fri 5th June respectively. The events were virtual and also included over 40 events hosted by our partners and collaborators. We had over 2,330 participants, 13,694 new visitors to the CEweek London platform and the number of times our messages were viewed on social media increased by 68% in comparison to last year.

More information is on the website: <https://ceweek.london/>

Planning for next year's London Circular Economy week is already underway.

We are delighted that the GLA has agreed in principle to accept the Ellen MacArthur Foundation's invitation to be one of only three strategic partner cities. The other invited cities are New York and Sao Paulo. Several leading companies will also be strategic partners.

Our board member, Shirley Rodrigues, Deputy Mayor for Environment and Energy, Greater London Authority, was one of more than 50 global leaders who pledged to build back better with the circular economy in a letter prepared by the Ellen MacArthur Foundation and published in the Financial Times.

Support to SMEs

Our objective is to support SMEs in building viable circular economy businesses and develop a viable circular economy business cluster with the ability to support London citizens, businesses and boroughs.

Our Advance London programme continues to support the growth and scale up of innovative circular SMEs. To date, the team has supported circa 190 SMEs, launched 43 new circular products/services and contributed to the creation of 50 jobs. Despite of the pandemic, the team has continued to deliver support and transitioned the delivery of its services to a virtual format. Three circular pilots have been kicked off, two on leasing-based revenue models in the furniture industry and a take-back scheme in the food retail industry. The virtual outreach of the programme is steadily increasing (including 1,350 followers on Twitter). During this period, we have supported the roll-out of the 'Trigger for Life' take-back initiative across 33 London Fire stations, working closely with Delphis Eco and LFB. The scheme resulted in the recovery and diversion from landfill/incineration of more than 1,000 pumps, triggers and spray tops.

We have submitted a request for additional funding to the GLA as part of the Green New Deal to be deployed to Advance London businesses as grants and also to fund the development of a "brokerage platform" to increase access to the market. We worked with Better Futures to ensure an effective separation of funding.

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We have mobilised the whole Advance London SME network and drafted a formal appeal to national government, in order for additional support (monetary and advisory) to be made available towards circular SMEs during and after the pandemic.

We have submitted a combined bid with OLIO to the North London Waste Authority, to sustain the authority's activities in food waste reduction.

The team delivered support to businesses with specific support streams being rolled out. More specifically:

- Circular Food Business Masterclass on the 29th July
- The Unwrapping 'circular' packaging stream, onboarding 16 new SMEs in collaboration with the Young Foodies network
- The validation stream, validating 8 new SMEs including Lendobox, Gively, Robin Waste, Goldfinger Factory, Spruce, Farmdrop, Style Swap, Reli

The team is currently developing two knowledge products;

- A Circular Business Guide featuring 100+ circular London based innovations
- Circular packaging fact-sheet

Events that are in the pipeline for the next quarter this year include:

- The Meet the Buyer for the Food sector (9th December).
- The Meet the Borough – Hounslow event (est. November)
- A meet the businesses event with AECOM to provide exposure of built environment SME to the MI-ROG consortium members (est. October)
- Christmas virtual Circular Connect networking event (December)

We continue to monitor LWARB's investments in GLIF, Sustainable Accelerator and Circularity Capital. The Foresight Environmental Fund update is included in the confidential section.

Commercialisation

Our objective is to develop LWARB's commercialisation approach to create financial sustainability at the end of the 2020-25 Business Plan.

Consistent with our strategy, we are focusing on specific propositions relating to the development of a directory, the creation of a circular economy training academy and support on the implementation of the draft London Plan policy requirement on developers to produce a circular economy statement for strategic planning applications referred to the Mayor. In addition, we have generated a small amount of revenue from specific assignment for a significant food retailer and distribution business.

LWARB have current contracts for work with Islington Council, North London Waste Authority

Circular Economy Directory

We have initiated our work on the circular economy directory and we are commissioning

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research on the current provision and the need for a directory. We will link the directory to the circular economy procurement toolkit that is being piloted by Bromley council.

Training Academy

The Business Plan identified a capacity deficit in circular economy awareness, particularly with local authorities. To address this, LWARB committed to develop a training academy, to upskill local authorities in the benefits and opportunities of applying circular economy practices and business models to their council. The team is consulting with London local authorities at all levels, including LEDNet, to ascertain training needs, and to ensure there is a demand for what we develop. We have also been in touch with various bodies to discuss content, delivery methodology, potential partnerships and accreditation. We have worked with London Councils on the development of a climate change training programme for members and senior managers which will be delivered by a third party organisation. We have had conversations with several partners as we develop the concept and the delivery options.

We are in the process of assessing the need for a training academy to build capacity around waste management and recycling and the circular economy for London Boroughs.

Other Activities

We closed our We Are Circular hub for SMEs within the circular economy/waste management industry in March as a result of the COVID-19 pandemic.

We continue to speak at and participate in events including the Ellen MacArthur Foundation Summit and a variety of other conferences and learning events (by video conference).

We contributed to the creation of the ICLEI Circular Cities Declaration which will be launched in October.

We contributed to the Ellen MacArthur Foundation report: Financing the circular economy – capturing the opportunity. The report was launched at the EMF summit.

We also wrote a letter to the Committee on Climate Change describing the role that the circular economy can play in response to their advice to the Prime Minister in which it set out the principles for building a resilient recovery from COVID-19. They have included in their annual report to parliament a category as below:

“Moving towards a circular economy. Within the next five years, we can not only increase reuse & recycling rates rapidly but stop sending biodegradable wastes to landfill. Local authorities need support to invest strategically in separated waste collections and recycling infrastructure and to create new regional jobs.”

LWARB investment portfolio

See Part B – Confidential Information

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Resource London

The programme update provides details of planned business plan activity and continued COVID-19 contingency activity.

Resource London programme activity

A number of regional demonstration projects are underway in partnership boroughs:

Existing purpose-built flats

Work continues to disseminate [flats report](#) and associated [toolkit](#).

- **Cost benefit tool**
The key recommendation from the Flats project was the introduction of the flats recycling package however this has a financial implication for boroughs. Resource London is in the final beta testing phase of a (online) cost benefit calculator. The calculator provides information on which London local authorities and housing providers can calculate the one-off capital and on-going revenue costs and savings (from improving capture rates and reducing contamination) associated with rolling out the Flats Recycling Package (FRP).
- **Textile and food waste interventions**
Following the completion of the main flats project (and based on the results of the waste composition analysis (WCA)) the team rolled out two further pilots: one on food waste (across two estates); and one on textile recycling (across four estates). New banks for these materials were introduced on Peabody estates where the FRP had been rolled out. WCA had been scheduled for May 2020 to measure the impact of the additional services, alongside the FRP, but due to COVID-19 this had to be delayed.

The opportunity has now arisen to expand the WCA to further estates within the original flats study. One week of WCA will now be undertaken on 10 (of the original 12) Peabody estates. Widening the WCA has a number of benefits: it will allow us to compare the estates where textiles and food services have been introduced, allow us to look at estates that just have the FRP to see if performance uplifts have been maintained since the main study ended; and critically the data captured will give us a detailed understanding of what impact COVID-19 has had on both waste composition and quantity.

New build flats

Officers are working with LB Tower Hamlets to develop supplementary planning guidance (SPG) for waste in new build (including purpose-built flats). A draft SPG has been developed and is being consulted on with stakeholders. The SPG will provide a template for other London authorities who are seeing significant increase in new build flats.

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Waste Composition Analysis (WCA) Protocol

A true London waste composition has always been difficult to establish, even with many waste authorities conducting WCAs. This is particularly true for flats waste data, where the LWARB study (of 12 estates) represents the best national waste composition data for flats. Officers are developing a protocol for local authorities to standardise how WCAs are conducted. The protocol will provide guidance and a downloadable specification for London local authorities. An advisory group has been set up for the project which includes: the GLA, WRAP, LEDNet and boroughs. A draft consultation has been developed and officers are currently making amendments based on consultation feedback from the advisory group.

Contamination Hit Squad

This project tested the hypothesis that a shared dedicated team of recycling quality officers (RQOs or the hit squad) checking contamination in kerbside containers, presents a cost-effective way of reducing contamination. The pilot was delivered in the London boroughs of Lewisham, Greenwich, Haringey and Brent. The field research completed in just before lockdown. Officers are now writing up the final report and preparing a borough toolkit. The key finds are: Dedicated recycling quality officers identify significantly more contaminated recycling bins, than when left to the crews.

- A contamination policy, with a feedback mechanism to residents, has a significant impact on residents' behaviour. The majority of households did not contaminate more than twice over the course of the project.
- The huge increase in incidences of contamination, puts pressure on the back office functions, so it is important to correctly resource this.
- The cost benefit of running this scheme is dependent on existing costs and existing arrangements of reactively dealing with contamination. It is also linked to the MRF gate fees.
- Employing RQOs should be seen as a last resort, as in many cases, improvements to comms and service provision should lead to a reduction in contamination.

Short-term-lets

Prior to lockdown Resource London commenced interrelated projects: an ethnographic study of HMO residents to look at waste and recycling behaviours; and audience insights research into users of London holiday rentals to gain a better understanding the impact of their waste management behaviours on borough services. Both research projects are now completed. The [HMO report](#) is available, the short term lets project will be published later this month. Further work on both projects is currently on hold due to current team capacity.

Plastic project

Plastics is a key focus area, and in particular, single-use plastic packaging. Anecdotal evidence suggests that the COVID-19 crisis has resulted in a decrease in reuse and a significant increase in single use items (most notably PPE). Officers have just commenced a research project, to produce a 'state of the nation' report. This will involve capturing all of the activity taking place across London to tackle single-use plastics and

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plastic packaging, engaging with key stakeholders and learning valuable lessons. This will also include engaging with those boroughs that have set out RRP commitments around reduction of plastic and those that have already launched or committed to launch low plastic zones. The research will look at activity in London and other cities, pre-COVID-19; how the topic has been impacted by the COVID-19 response; and make recommendations on what London can do collectively to tackle single use plastics to take activity beyond pre-COVID-19 levels.

Reduction and Recycling Plans (RRP)

The London Environment Strategy (LES) includes a requirement for all boroughs to develop RRP, the first of which will cover the four-year period from 2018 - 2022. All RRP have now been submitted and signed off.

Working with GLA colleagues the Officers have reviewed all the plans and put each identified action (c.500 individual actions across the 33 RRP covering household and commercial waste services) into a database. Actions have then been categorised and grouped in 50 key topics (crossed referenced against the Mayor's priorities). Based on borough priorities and in agreement with GLA in this year support will be on four key areas:

- Restricted residual (size and frequency) – including three weekly collections;
- Introduction of commercial food collections;
- Improving kerbside and introducing flats food waste services; and
- Improving flats recycling services.

COVID-19 Response

When the pandemic hit, the Resource London team acted quickly to support its boroughs and frontline services. Our interventions spanned from frontline waste and recycling services support and public information campaigns, to engaging with government on policy interventions. We created practical collaboration tools, offered expert guidance and provided targeted communications resources. The team is continuing to deliver COVID19 related project that focus on recovery.

- Letter from the Mayor
Resource London and LWARB's efforts were recognised in a thank you letter from the Mayor of London received on 28th August (Appendix 1). It was really positive to have our efforts recognised at a time when so many others are also doing so much to keep London moving.
- COVID-19 response lessons learnt and good practice report
In order to share lessons learnt and good practice from London waste authority's response to the COVID-19 crisis Resource London conducted a surveys of London waste authorities covering five key service areas: HH collections, HH disposal, commercial collections, commercial disposal and communications. Not all surveys were relevant to every authority, but at least two were relevant to every authority. The survey period has now finished, with 90 surveys completed. This presents a huge amount of rich data. Officers are reviewing the survey

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returns in order to produce a report for London. Key findings will be shared with waste authorities in October. In addition, the results will be fed into national COVID-19 waste management impacts research to ensure London is strongly represented.

- **COVID-19 Adaption for commercial waste services**

At the end of lockdown Resource London produced a considerations document for London boroughs. It looked at the immediate impacts of COVID-19 on commercial waste, focusing on potential changes to day-to-day local authority services and operations, with the aim of sharing good practice.

Resource London is currently developing phase two of this project. This study aims to help boroughs understand the longer-term impact of COVID-19 on commercial waste tonnages; and commercial waste composition. The report that will be published in October summarises what is currently anticipated regarding differential impacts on different types and sizes of businesses, and to use this information to estimate how each borough may be affected and give insight into business types that may be more resilient to the negative economic impacts of COVID-19. The aim of this report is to provide local authorities with a basis on which to plan their commercial waste resources, improve collection efficiency and reduce costs, as well as to identify possible opportunities for growth.

Communications and behaviour change activity

London Recycles

From March - June 2020, the London Recycles campaign channels were dedicated to the COVID-19 response and supporting borough services. This continues to form a part of campaign and social activity. In addition, in support of 'Plastics Free July' London Recycles ran a 'Know your Plastics' campaign on social media, as well as funding eight boroughs to run localised campaign activity. The campaign provided information about what plastic items can and can't be recycled, as well as ideas for reusable alternatives. Given the environment in which the campaign was delivered, creatives focused heavily on single use plastics with pertinent COVID-19 related elements (such as hand sanitizer gel bottles and disposable plastic gloves), and encouraging reusable options (such as positive messages about reusable face masks).

The focus on the COVID-19 response has meant that planning the 2020-21 London Recycles activity has been delayed (albeit audience insight research to understand what motivates 18-34 year olds to recycle has been completed). As COVID-19 response delivery eases, planning for the main campaign activity has now begun.

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Alongside campaign planning the following activities are scheduled:

- **Recycle Week**
21 – 27 September
Recycle Week is being delivered in partnership with 19 boroughs who are each contributing to a social media advertising campaign that will span across most of London. This year's theme is 'thanking the nation' and we will be thanking Londoners for continuing to recycle despite all the challenges faced this year with the COVID-19 pandemic.
- londonrecycles.co.uk
A new website has been developed to refresh the campaign's online presence. The website is currently in beta testing and is being launched in time for Recycle Week. It features a number of exciting new elements, including a services-at-a-glance area, with a dedicated service page for each borough that is visual, with easy to digest essential information and links to useful pages on council website; an A-Z search featuring key items, with detailed information about correct recycling and disposal; and an entirely new commercial recycling section with lots of useful resources and toolkits which businesses and council commercial recycling teams can download and use to improve their service.
- **London Repair Week**
12- 17 October
This is the first London Repair Week and is a really exciting opportunity to promote repair and reuse. The week is being delivered in partnership with commercial and public partners (including Dixons Carphone, London Designer Outlet, Westfield London and HP Enterprises (HPE)). The campaign is predominantly focused at consumers and will include online and instore events (including bike repair, electricals repair and clothing upcycling workshops, panel discussions and fireside chats), but also includes two borough focused events: one for boroughs to understand repair opportunities for their internal operations, being delivered in partnership with HPE and LB Enfield; and one being delivered in partnership with LEDNet to showcase best practice of promoting repair and reuse to residents.

Love Not Landfill

Officers continue to explore commercial partnerships and other funding approaches to help LWARB sustain the campaign and deliver impactful activities. Productive relationships with Westfield, London Designer Outlet, UAL, our charity partners and many others continue to yield opportunities for getting the message out but the next step needs to be taken now to ensure that concrete partnerships are in place with one or more of these by the end of the financial year.

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- **Insights**
Audience insights research has recently been completed into young Londoners' attitudes to fashion and their clothes purchasing, care and disposal behaviours. The research has highlighted a number of opportunities for developing commercial partnership propositions, which are being worked up into concept notes and decks for taking out to potential partners.
- **Youth panel**
A research partner has been engaged to recruit and help the team work with a panel of 16-24-year-old Londoners, and the inception meeting took place in early September with the panellists (or 'mentors'). The team is now in regular contact with the panel, asking questions about their fashion attitudes and habits, testing ideas with them and potentially collaborating with them in the future to co-create projects and campaigns. The youth panel is a vital asset for Love Not Landfill in order to maintain the campaign's close connection with, and understanding of, its audience and will have significant value to future partners.
- **Website**
The Love Not Landfill website has not been refreshed since 2018 and is now undergoing a redesign and rebuild. It will feature a microsite targeted at partners, sponsors and collaborators, alongside the core site which will inspire young Londoners to take action on climate change through their wardrobe. The new site will be ready in November and will support the online swaps being run on behalf of NLWA.

MAYOR OF LONDON

Antony Buchan

Head of Programme (Resource London)
London Waste and Recycling Board (LWARB)
antony.buchan@lwarb.gov.uk

Date: 28 August 2020

Dear Antony,

I would like to thank you, as head of Resource London, and all those at LWARB, for your hard work and dedication over the last few months in your response to COVID-19.

I am particularly grateful for the sterling work you have done in being so quick to respond and keeping London consistently ahead of national action. I appreciate the challenges this must have posed whilst also dealing with working from home, caring commitments and vulnerable staff shielding.

By initiating and leading on communications and information sharing you ensured that capacity was able to be shared and vital services across the city were maintained. I know that much of your work was industry leading and what you did then formed the template for a national response from the waste industry.

Thank you also for your continued support to the industry and for leading on the Defra consultations that will help shape and improve London's waste and resources management in the future.

I would be grateful if you could pass on my thanks to others in your team and across LWARB who have worked so hard over this time.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small number '2' written below the name.

Sadiq Khan

Mayor of London