

## London Waste and Recycling Board

Minutes of the meeting of the London Waste and Recycling Board held on 5 October 2017 at 10.00am, in Committee Room G4, 169 Union Street, London SE1 0LL

### Part A – Public Session

#### Board Members Present:

Liz Goodwin (Chair)  
Bassam Mahfouz  
Barbara Anderson  
Melville Haggad  
Nicholas Paget-Brown  
Feryal Demirci  
Shirley Rodrigues  
Ian Wingfield

Approved at LWARB Board Meeting on 25/01/2018

Signature: .....  
Liz Goodwin, Chair

#### Also Present

Antony Buchan, LWARB  
Wayne Hubbard, LWARB  
Adam Leibowitz, LWARB  
Ali Moore, LWARB  
Stuart Ferguson  
Andrea Crump

#### Apologies

No apologies were received, all Board members were present.

#### Declarations of Interest

Shirley Rodrigues declared an interest in paper number 4 as she is the Deputy Mayor for Environment.

#### Minutes of the Previous Meeting (23 June 2017) – Part A

Part A of the Minutes of the LWARB Board meeting held on 23 June 2017 were approved.

#### 01 Administration and Governance - Written Resolutions (Paper: 05/10/17 – 1)

The Board noted the approval of the papers *WR 17/18 – 1 Investment & Audit Committee Terms of Reference* and *WR 17/18 – 2 LWARB Statement of Accounts 2016-17 WR* via the written resolution procedure.

#### 02 Chief Operating Officer's Report (Paper: 05/10/17 – 2)

Wayne Hubbard introduced the paper.

Wayne Hubbard noted that there had been a lot of activity since the last meeting. Shirley Rodrigues asked what feedback had been received, and whether LWARB was being seen as a leader. Wayne Hubbard said he thought that London was seen as one of the leading cities, and certainly the leading large city. LWARB is increasingly being asked to contribute to international events to report on London's progress.

Shirley Rodrigues queried how London's recycling rate compared to other cities. Wayne Hubbard responded that London performed well for a large city but there was clearly room to improve and referred to the work that LWARB had commissioned on this.

### **Decision**

The Board noted the updates presented.

### **03 Programme Updates (05/10/17 - 3)**

#### **Advance London**

Stuart Ferguson introduced the paper and highlighted that LWARB has now invested in Sustainable Accelerator. Liz Goodwin is acting as a mentor to one of the accelerator's supported businesses. Barbara Anderson said that she would also be willing to act as a mentor.

Stuart Ferguson said that LWARB was now working with PA Consulting to develop the Circular Economy Hub – which is to become a centre for circular economy activity and will assist SMEs develop ideas into sustainable businesses. Wayne Hubbard said that a key step would be for LWARB to move out of the London Fire Brigade Headquarters. The intention will for LWARB to become more agile, cloud based and circular in the way it operates, so it is more aligned with businesses it is supporting. The ultimate intention is to co-house the Hub and LWARB at the same premises. Liz Goodwin welcomed the prospect of moving from LFB headquarters saying she can see how restrictive working within the LFB set up can be.

Stuart Ferguson reported that the Venture Capital Fund was now in the final stages of approval at GLA, with the intention to seek fund manager in the next month and open the fund in Q2 2018. Melville Haggard asked whether the possibility of bringing the fund management role in house. Stuart Ferguson said this would be considered in the future, but not in the first instance.

**Portfolio update** – see confidential section.

#### **Circular London**

Clare Ollerenshaw introduced this section of the paper and said that the Circular London team had been thinking about the collaboration hub for some time and was working alongside PA. There is a lot of interest among partners and hopefully the virtual part of the hub can be launched in the spring.

Two new officers has now joined the Circular Economy Team – Andrea Crump (Circular Economy Project Officer) and Phil Guthrie (Circular Economy Collaboration Hub Project Officer).

On the European Clothing Action Plan project Clare Ollerenshaw reported that she was leading on finding a textiles brand or retailer to pilot a circular economy business model.

LWARB has applied for the World Economic Forum's Circulars Award 2018 (World Econ Forum).

Nicholas Paget-Brown asked about work in the built environment. Clare Ollerenshaw said that LWARB is working to see what opportunities there are for developers, eg, modular buildings and pre-demolition audits for reusable items. Nicholas Paget-Brown suggested talking to Capco who are working on the Earls Court development and are trying to use demolition materials in new builds

Clare Ollerenshaw highlighted 'circular offices' as a potential gateway activity for larger scale circular business opportunities. All businesses spend on these items such as premises, furniture, uniforms, and may be persuaded take a more circular route. This could be a first step for bigger companies who may be more risk averse.

Shirley Rodrigues noted that the GLA group now has circular economy built into the procurement policy and that the London Plan revision (draft) is due out in the autumn and will include circular economy in relation to referable. Clare Ollerenshaw said she was talking with the London Plan team and would be helping draft guidance to sit alongside the London Plan.

Feryal Demirci said that circular economy guidance would be helpful to boroughs and some would appreciate it sooner than the publication of the final London Plan. Wayne Hubbard suggested LWARB could put together a library of case studies.

### **Resource London**

Antony Buchan introduced this section of the paper.

### **Communications**

Antony Buchan noted LWARB had provided a briefing to Defra who had written to the 12 low performing (lower than 30% recycling rate) London boroughs, and LWARB has now spoken to all these boroughs (key points are listed in the paper). In terms of the audience segmentation, these boroughs show a strong correlation with segments 1 and 6, which are overrepresented in dense urban boroughs. Antony Buchan noted that it also correlates with low home ownership and high indices of deprivation

Antony Buchan noted that all this information should help Resource London better target and tailor its messaging to the boroughs.

Antony Buchan reported that Ogilvy Communications have now been appointed and will be targeting segments 1 and 6, and will focus on in-home solutions (i.e. secondary containers or 'hacks' to facilitate separation). Local authorities have good recycling systems but if residents do not engage with recycling in the home it is unlikely they will sort their waste outside. It is noted that space within homes is at a premium. Wayne Hubbard noted an advantage of the approach is that it is applicable across London not dependent on a particular council service.

Feryal Demirci asked whether segmentation information is being shared with local authorities. Antony Buchan confirmed that it was and that as more is learnt it will be disseminated to the boroughs.

Antony Buchan said that the Recycle for London campaign was in development and should go live in November. The campaign programme will include evaluation and

monitoring. Wayne Hubbard said it may be an opportunity to seek sponsorship from major brands.

Ian Wingfield suggested intelligence gained could also inform the flats project.

Bassam Mahfouz noted that the point is to make recycling easier for individuals and queried whether LWARB would be asking the boroughs to make changes to their services. Antony Buchan confirmed that this was not the case.

### **Flats**

Antony Buchan reported that Resource London was working with Peabody Housing Association which is London's largest social housing provider and operates across the city. The Peabody chief executive is bought into the project which will take behavioural change approach. Research will be undertaken to understand specific barriers to recycling. Interventions will be tailored to the specific physical and demographic make up of estates.

A contractor will be procured in the next month or so to do estate inventories so the Peabody interventions can be replicated across the city.

### **Decision**

The Board noted the updates presented.

### **04 Mayor's Environment Strategy – LWARB Response** (Paper: 05/10/17 – 4)

Andrea Crump introduced the paper, noting that the Mayor's draft Environment Strategy was published in August, LWARB had worked with GLA to influence the draft and that presented here is a formal LWARB consultation draft for approval by the Board.

Andrea Crump said it was important to recognise that the strategy represents excellent progress regarding waste, resources and circular economy. The consultation response is very supportive, but just aims to strengthen it where possible.

Melville Haggard said he was pleased to see reference to plastic recycling but concerned to see no reference to oil prices which is fundamental to the economic viability of plastics recycling.

Barbara Anderson said it would be helpful to observe where conflicts arise such as the tension between waste and air quality, and thought that complex analysis was required on a project by project basis.

Andrea Crump noted that the strategy is accompanied by an integrated impact assessment.

Feryal Demirci said she had seen a number of other responses to the strategy but had nowhere seen an exploration of the potential impact of Brexit to deliver on circular economy objectives and that this should be flagged as a risk.

Shirley Rodrigues thanked members of the board for their comments and noted that it is likely to be a major job to review all the consultation responses. Shirley Rodrigues accepted that it was an aspirational document, but noted that it will have an action plan alongside it.

Shirley Rodrigues said that an LWARB position on setting of borough based recycling targets would be particularly useful.

### **Decision**

The Board agreed the overall response to the strategy with final amendments made in light of the Board discussion to be approved by Liz Goodwin.

(Note: Shirley Rodrigues abstained from this decision).

### **05 Advance London SME Programme**

Natalia Agathou gave a presentation on progress on the Advance London SME Support Programme (slides attached).

Nicholas Paget-Brown asked how leads were found and asked about future monitoring. Natalia Agathou said this was mostly by word of mouth any by promoting the programme via various networks and fora, and confirmed that there would be future monitoring.

Natalia Agathou explained that there was an issue regarding whether or not Advance London time spent on their own desk based activities (research etc) could you included in the measure of support given to SME's. Wayne Hubbard asked whether this was an EU requirement of GLA/DCLG interpretation. Natalia explained that there is no guidance at present. Katie Lindsay said that this had also come up in other programmes. It was agreed that LWARB should write to GLA on this matter if necessary.

Bassam Mahfouz said he thought a good start had been made and though the spread of industries was good, and noted that the initial SMS's involved were obviously willing participants in the circular economy. Asked whether the SME's challenges were traditional business problems or problems around circularity. Natalia Agathou said that they were mostly traditional business challenges, but in the future Advance London would focus on traditional businesses which wish to transition to circular business models.

### **06 Any Other Business**

None

### **Date of Next Meeting**

25 January 2018

# LWARB Board Meeting

Thursday 5<sup>th</sup> October 2017,  
Natalia Agathou

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LWARB  
European Union  
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## Agenda

- Introduction to the programme
- Progress updates
- Business development and discussion topics

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# Introduction to the Programme

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## For who?

To join the Advance London programme a business must meet the following criteria:

- Be an SME, an enterprise which:
  - Employs fewer than 250 persons;
  - Has an annual turnover ≤ EUR 50 million and/or balance sheet ≤ EUR 43 million
- Have an office or trading address within the 33 London boroughs
- Have a willingness to explore the circular potential of your current business model and processes

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## Project Expected Impact

100 SMEs	48 New Jobs	30 New products/services
100 SMEs	3h	
80 SMEs	12h	
CO2 reduction	Waste diverted from landfill	

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## Target sectors

- Built Environment
- Food
- Textiles
- Electricals
- Plastics

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# Progress Updates



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## Vision

“ We exist to **catalyse** the significant opportunities for SMEs within the circular economy.

The Advance London programme draws on the diverse skills of its advisory team to **highlight unique opportunities** for businesses to thrive now and in the future.

Our goal is to put London SMEs at the forefront of circular economy transformation, by **demonstrating tangible economic benefits** and **true resource resilience.**”

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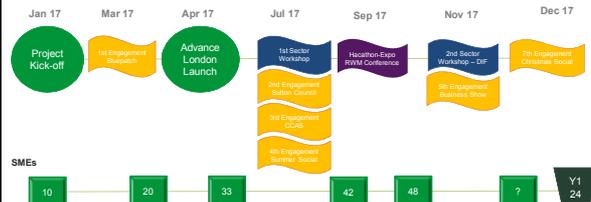

## Service offers to SMEs

<p><b>Circular Economy Guidance</b></p> <ul style="list-style-type: none"> <li>Business model development</li> <li>Strategy design</li> <li>Technical research</li> <li>Market and customer research</li> <li>Sustainability accreditations</li> <li>Innovation Workshops</li> </ul>	<p><b>Investment Guidance</b></p> <ul style="list-style-type: none"> <li>Investment Preparation Support</li> <li>Signposting to grants and funding opportunities</li> </ul>	<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>Access to supply chains and networks</li> <li>Peer-to-Peer knowledge sharing</li> <li>Bespoke circular economy training</li> </ul>
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## Programme Review- Y1



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## SME Engagement Process

Lead	EOI	Diagnostic Registration	Support Plan	Support	Exit
40	1	4	16	17	0
<p>A company is identified as a warm or cold lead. If warm, the respective sector lead is engaging with the SME and arranging a meeting. If cold lead, it will be registered on our CRM system and will a follow-up action will be planned.</p>	<p>An SME can direct submit an EOI via our website or might want to follow-up with us directly and skip this stage. The EOI is registered on our CRM and an initial engagement meeting is arranged.</p>	<p>An AL advisor conducts an initial diagnostic meeting with the SME and identifies key support opportunities. The SME fills in the necessary registration form.</p>	<p>On the basis of the diagnostic meeting, the AL advisor drafts a bespoke SME support plan, which is then revised and agreed with the SME.</p>	<p>This phase includes the implementation of all agreed support activities, reflected in the respective support plan. The support can be 1-1 or 1-many. It varies from a minimum of 3w, 12w or +12w.</p>	<p>Once the support activities have been provided, the SME together with the AL advisor reflect on the support provided and decide on an exit strategy.</p>

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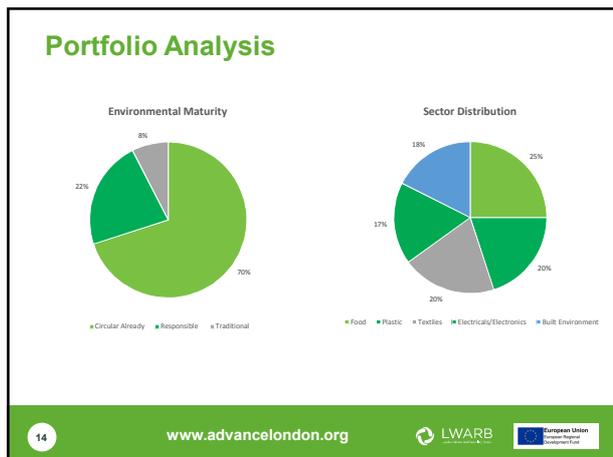
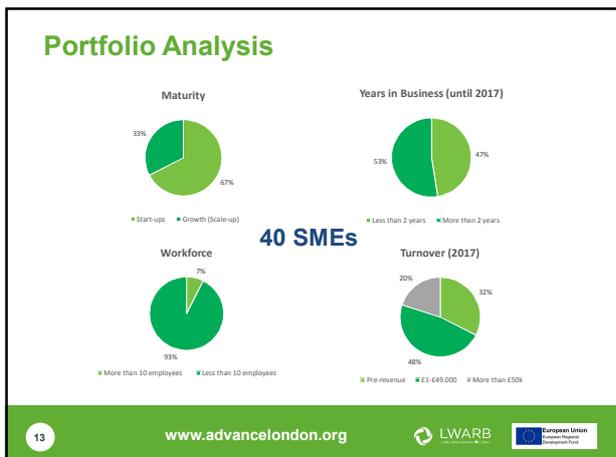



## Portfolio Analysis



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	<b>Number of Businesses supported</b>	<b>8</b>
	<b>Types of Industries/Sectors</b>	Design and production of building materials Automotive Building Design Resource Sharing Office Furniture
	<b>CE Services Provided</b>	Research on end of life options Hotspot analysis of environmental impacts Access to CE Finance – signposting to grants, application support and investment readiness review Brokerage between SMEs
	<b>Pipeline Focus Y2 (Q1/Q2)</b>	Circular Offices Building Design Project Planning – construction projects

ENSOL | BIOHM | LOOP | Globechain | Twijpes

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	<b>Number of Businesses supported</b>	<b>8</b>
	<b>Types of Industries/Sectors</b>	Packaging Cosmetics Home and Office Furniture Baby Accessories Retail Hospitality
	<b>CE Services Provided</b>	Modelling of packaging return scheme Modelling of product rental scheme Research on insurance for circular products/services Hotspot analysis of environmental impacts Access to CE Finance Brokerage between SMEs
	<b>Pipeline Focus Y2 (Q1/Q2)</b>	B2B Packaging Catering Companies Event Mgt companies Hospitality Plumbing companies (PVC) Small-scale cosmetics

SKIPPING-ROCKS-LAB | WERBUY | Smile Plastics | CUP CLUB

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	<b>Number of Businesses supported</b>	<b>10</b>
	<b>Types of Industries/Sectors</b>	Catering Breweries Food sharing apps Bio-fuels Cosmetics Bio-lubricants Packaging
	<b>CE Services Provided</b>	Identification of best practice EOL options Identification of local supply chain partners Support to commercialise NFP organisation Guidance on case study development Hotspot analysis of environmental impacts Access to CE Finance Brokerage with external stakeholders
	<b>Pipeline Focus Y2 (Q1/Q2)</b>	Food Tech Hospitality Catering Breweries Bakeries

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**Number of Businesses supported** 6

**Types of Industries/Sectors**  
Batteries  
Lighting  
Office Electronics (hardware)  
Electronic Gadgets  
Electricals sharing platform  
Resource optimisation platforms

**CE Services Provided**  
Supply chain roundtable to develop best practice solutions for sharing  
Research on legal and financial considerations for company entity change  
Brokerage between SMEs  
Brokerage with external stakeholders

**Pipeline Focus Y2 (Q1/Q2)**  
Enabling Tech  
Healthcare  
Lighting

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**Number of Businesses supported** 8

**Types of Industries/Sectors**  
Fashion/Apparel  
Baby Clothes  
Logistics  
Water treatment  
Toiletries

**CE Services Provided**  
Pilot for localised 'recycled plastics to textiles'  
Market research for expanding circular solutions  
Integration of GHG emissions reporting  
Business model review  
Investment Preparedness and Access to Finance  
Brokerage with specialist support networks

**Pipeline Focus Y2 (Q1/Q2)**  
Ethical & sustainable fashion networks  
Fashion & textile academic institutes  
Hospitality furnishings  
British Manufacturing Associations  
Charity/thrift store networks

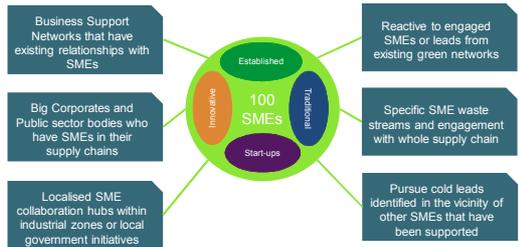
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# Business Development



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## Strategies for Y2-Y3



100 SMEs

- Business Support Networks that have existing relationships with SMEs
- Big Corporates and Public sector bodies who have SMEs in their supply chains
- Localised SME collaboration hubs within industrial zones or local government initiatives
- Reactive to engaged SMEs or leads from existing green networks
- Specific SME waste streams and engagement with whole supply chain
- Pursue cold leads identified in the vicinity of other SMEs that have been supported

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## Business Development (Y1-Q4)

23<sup>rd</sup> October: FSB Buzzing Business Club, London

26<sup>th</sup> October: Croydon Chamber of Commerce, London

16-17<sup>th</sup> November: Business Show, Kensington Olympia with the London Growth Programme/LEAP

21<sup>st</sup> November, Disruption Innovation Festival with the EMF

38<sup>th</sup> THE BUSINESS SHOW 2017 dif fsb Experts in Business

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## Future Procurements

- Study on SME landscape in London (geographies, sectors, sustainability maturity), Nov 2017
- Study on insurance policies suitable for circular economy business models, Dec 2017
- Advance London website 'facelift' in order to provide one platform for all the AL activities (including the investment side)

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## Opportunities and Bottlenecks

- Untapped contact network of LWARB for partnering with stakeholders that have access to traditional SMEs.
- Lack of clear guidance from the GLA/DCLG on type of support eligible and conclusions are based on personal interpretations. Conflicting guidance with programme's strategy and consulting character (i.e. desk-based vs. face-to face time).
- The majority of the businesses since at a start-up phase, have as a priority general business growth and establishment and the type of services they require from the team are more into the general business support sphere. The types of services we provide will be revised in Y2-Q1.
- Trade-off between building the portfolio with already circular businesses vs working with 'harder to attract' traditional businesses.

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