



RESOURCE
LONDON

SUPPORTING LONDON'S WASTE AUTHORITIES

Programme Plan 2016-17

Resource London

Programme Plan



Foreword

I was delighted to launch the Resource London programme at the 2015 London conference, and I'm pleased to report the first year of this jointly funded, support programme for London waste authorities has been highly productive.

The Recycle for London (RfL) campaign was relaunched on 9 November 2015 with a complete campaign and brand refresh. This was an important milestone for the programme as the RfL brand is a key mechanism to achieve greater consistency in service communication across the capital. But we also took on board the need to reflect local identities and priorities, building in flexibility to the brand. As a result we already have over half of London's borough embracing the brand and receiving funding to deliver behaviour change and service level communications.

We've met individually with every London waste authority to discuss their current performance; contract arrangements (including recent or planned service change); their strategic objectives and their barriers to minimising waste and increasing recycling. These meetings have enabled Resource London to develop a truly holistic insight into London's waste authority service provision and develop tailored support offerings. We've already delivered eight detailed service support projects with more in commissioning and this will only increase in 2016-17.

But against this there was also the stark reminder of the challenge London faces. In December the national waste statistics were released for 2014-15 showing that London's recycling rate had fallen by 0.8% to 33.1%.

If the capital is to have any chance of achieving the 50% target then London's waste authorities will need to work together and take some important decisions in 2016-17. Resource London will be there to provide a range of support to authorities to assist the transition to a landscape in which services are more harmonised and consistent. We will continue to develop the Recycling Guarantee with boroughs so all Londoners can recycle the same set of materials.

The programme will deliver an uplift in its communications and behaviour change activity. The RfL campaign will build on the foundations laid in 2015-16 by delivering a calendar of activity focused on food recycling and re-use and repair. We will also launch the London Love Food Hate Waste campaign in May 2016 and up-weight the Love Your Clothes campaign starting in September 2016.

I look forward to Resource London continuing to support waste authorities to drive up quality and quantity of material to seed a more resource efficient capital.

Councillor Clyde Loakes, Chair of the Resource London Partnership Board

Executive Summary

Resource London was established in 2015 as a jointly funded partnership between LWARB and WRAP to maximise the resources of both organisations for the benefit of London. 2016-17 will be the second year of the programme and will see it build on the foundations of local authority support it established during its first year.

The objective of the programme is that by 2020, London will have more consistent and more efficient waste and recycling services that:

- achieve the Mayor of London's target that London recycles 50% of local authority collected waste by 2020;
- make an effective contribution to the Mayor of London's CO₂ emissions performance standard, and
- are able to make a significant contribution towards England achieving its 50% household waste recycling target in 2020.

The 2016/17 programme of work has been designed around maximising the impact of the support provided to achieve greater harmonisation and consistency by focusing on:

- minimising the amount of waste produced and maximising re-use;
- increasing and improving the capture of unavoidable food waste;
- improving the yield and quality of dry recycling; and
- restricting residual waste.

This support will be delivered through three work streams:

1. Service reviews – providing single or multiple waste authorities with support in developing and managing their service to recycle greater volumes of higher quality materials whilst reducing costs, and delivering good and consistent services to residents.
2. Behaviour Change – Delivering London wide communications and borough level communications support under the Recycle for London campaign and tailored London Love Food Hate Waste and Love Your Clothes campaigns.
3. Innovation and development – Developing expertise within waste authorities to reduce identified skills gaps and enable progressive solutions to be implemented through research and best practice.

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1 What is Resource London

Resource London was established in 2015 as a jointly funded partnership between LWARB and WRAP to maximise the resources of both organisations for the benefit of London. 2016/17 will be the second year of the programme.

1.1 Programme objectives

The objective of the Programme is that by 2020, London will have more consistent and more efficient waste and recycling services that:

- achieve the Mayor of London's target that London recycles 50 percent of local authority collected waste by 2020;
- make an effective contribution to the Mayor of London's CO₂ emissions performance standard, and
- are able to make a significant contribution towards the United Kingdom achieving its 50 percent household waste recycling target in 2020.

In order to achieve this aim, a range of support will be deployed across four focus areas:

- minimising the amount of waste produced and maximising re-use;
- increasing and improving the capture of unavoidable food waste;
- improving the yield and quality of dry recycling; and
- restricting residual waste.

These focus areas have been tailored from the 2015-16 programme plan to take account of changing local authorities priorities and the programme objective to move London to a landscape of more harmonised and consistent services.

1.2 The current London picture

In 2014-15 London's household recycling rate fell by 0.8 percentage points to 33.1%. This is set against a slight increase in England's overall household recycling rate to 44.7% - an increase of just 0.5% since 2013. London is the lowest performing region by 5 percentage points. London also has the highest kilograms of waste per household at 589kg per household.

While the slight dip to c.33% for London's recycling rates is disappointing, it isn't entirely unexpected given the unique challenges that the capital faces.

1.3 The challenges

Against the backdrop of plateauing recycling rates, London also has a number of social and economic challenges:

- The capital is a complex, dense urban environment. It is unlike any other city or region in England: it has 8.6 million residents and the population is growing fast with the population forecast to reach 10 million by the 2030's; the capital also has a huge swell of daytime visitors; London is a city of transience and movement, with large amounts

of private rented property: 32% of households in London's private rented sector have moved in the last year and 70% have lived in their current home for less than two years. Londoners move across boundaries every day, both to live and to work.¹

- London is also culturally diverse, with more than 100 different languages spoken in almost every borough across London² making communicating with residents highly complex.
- The capital's boroughs have been hit harder than most by cuts to central government grants since 2009-10, which have reduced spending per London resident by on average 31.4%. In 2014/15 London boroughs had to deal with a real term cut in core funding from government of over £600 million (12%) – higher than any other region and higher than the England average (11%).
- These are set within the context of a complex service provision landscape, with 33 local authorities operating their own separate recycling collection approaches.

2 A partnership approach

2.1 The partners

2016-17 will be the second year of the Resource London programme to be jointly funded by LWARB and WRAP and will see the programme build on the foundations of local authority support it established during 2015-16 to deliver on the objectives of its cofounders.

LWARB's aim is to promote and encourage the production of less waste, the 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 in London. In doing so, LWARB is required to act in accordance with the Mayor of London's Municipal Waste Management Strategy and in general conformity with the London Plan.

WRAP is a not for profit organisation and registered charity whose vision is a world where resources are used sustainably. WRAP works with government and business to deliver practical solutions to improve resource efficiency. WRAP manages a Defra funded Resource Efficiency Programme in England. Waste and resource management is a key Defra policy steer, especially in relation to achieving the 50 per cent household recycling target in 2020 and supporting their Waste Prevention Plan.

2.2 The benefits of a partnership approach

The Partnership allows LWARB and WRAP to:

- Deliver common objectives;
- Capture efficiencies in delivery (better value for money); and
- Bring in new stakeholders and funding to help deliver the Programme.

¹ GLA Housing Report 2014.

² 2011 census

For London boroughs the programme provides a one agency approach providing specific, focused and tailored regional and local support.

3 Programme learnings

Changes from the 2015-16 plan are based on the intelligence gathered during that year and are designed to ensure that the programme can provide the most relevant and effective support to London waste authorities in 2016-17.

Over the course of 2015-16 Resource London officers met both individually and also in groups with every London waste authority to discuss their current performance; contract arrangements (including recent or planned service change); their strategic objectives and their barriers to minimising waste and increasing recycling. These meetings have enabled Resource London to develop a truly holistic insight into London waste authority service provision, identifying key themes that cut across the capital.

Key Drivers for London boroughs:

- Making savings and reducing costs (1st)
- Improving recycling performance (2nd)

Key service issues preventing further improvements in recycling performance:

- Increases in dry recycling contamination;
- Low performance of dry recycling in flatted properties;
- Low performance of food waste schemes across all property types;
- Increase in housing development especially high rise and flatted development; and
- Waste management issues within the private rented sector:

Future service changes

- Introducing garden and bulky waste charges;
- Introduction of separate food waste collections from existing mixed organics services; and
- Options around residual waste changes, including containment and frequency.

Resource London also commissioned a bespoke modelling project, to understand the impact of different waste and recycling collection scenarios and combinations of scenarios on the household recycling rate for London; when the impact could be realised and the associated costs. The '2020 Routemap' identified the key service change scenarios for London which in isolation, and when combined, would have the greatest impact potential on the recycling rate and lowest implementation costs as:

- Restricted residual: moving to fortnightly refuse;
- Restricted residual: restricted containment capacity;
- Separate weekly food; and
- Intensifying flats recycling.

Critically the 2020 Routemap also considered the 'timing of change', looking at change potential (contractual arrangements), delivery timeframe and delayed performance uplift. It showed that key scenarios take 3-4 years to reach maturity from start of the roll out; that based on current performance trends, London will not achieve 50% by 2020; and the optimum recycling performance may not be achieved until post 2025. Given the implementation timeframe 2016-17 and 2017-18, are critical success years. It should be noted however that the routemap analysis was undertaken on 2013/14 household data as

the most up-to-date data set available at that time. Resource London will rerun the modelling in early 2016 on 2014-15 waste data and services to re-evaluate the capitals performance potential, however given London's 2014-15 performance the results are not expected to change dramatically.

4 Programme focus

The intelligence gathered during 2015-16 has been used to sculpt the programme focuses for 2016/17. Resource London has identified four key focuses where it will target its activities. These focuses support the overarching programme objective to achieve greater harmonisation and consistency in household waste and recycling collections in London (both the what and the how) to achieve the Mayor of London's 50% local authority recycling target and will complement the national consistency work.

4.1 Minimising waste production and maximising re-use

Waste minimisation and re-use are at the top of the waste hierarchy and as such represent the best opportunity boroughs have to increase their recycling performance. .

Unlike the other programme focuses, minimising waste production and maximising re-use is in the most part not supported by direct local authority services. This focus area aims to achieve behaviour change to prevent waste production at source and has greatest associations with delivering the Circular Economy. A circular economy is one "in which we keep resources in use for as long as possible and extract the maximum value from them whilst in use", then recover and regenerate products and materials at the end their life.

London is ideally positioned to be a world leader in the development of the circular economy, and waste prevention activities is one of the best placed to reap the rewards of this transition. For many aspects, a circular economy³ will be about how we do business and how we view materials and resources. But to do this we need to learn to value the resources in the first instance and this is about changing behaviours to value these commodities. This is where Resource London has a role to play. In 2016/17 Resource London will increase its communication and behaviour change activities on waste minimisation with a focus on the London Love Food Hate Waste campaign and the London Love Your Clothes campaign (as part of the European ECAP project).

³ The Mayor of London has asked LWARB to work with the private sector and the London Infrastructure Delivery Board to develop a circular economy route map to 2036. LWARB's 'Towards a Circular Economy' report, the introduction to London's route map to a circular economy was published on 9 December 2015. www.lwarb.gov.uk/what-we-do/accelerate-the-move-to-a-circular-economy-in-london/

This means that it will be difficult for Resource London to support East London Waste Authority boroughs where existing disposal contract arrangements make the introduction of separate food waste services financially prohibitive.

4.3 Improving the yield and quality of dry recycling

Harmonising materials

To achieve greater consistency in household waste and recycling collections we will continue to develop the Recycling Guarantee to help achieve consistency across the range of materials collected for recycling by London boroughs.

Improving quality

With contamination an acute issue for all London boroughs, improving the yield and quality of dry recycling is critical not only in terms of increasing recycling rates, but also for authorities to deliver efficient and cost effective services. With many of London's boroughs providing co-mingled recycling and with the Waste Regulations (England and Wales) (amended) 2012, the quality of material that is sent for recycling is increasingly important. With the implementation of the Environmental Permitting Regulations (Materials Facility Code of Practice) local authorities are in some cases only now realising the true scale of contamination (from both 'non-target' materials and abuse of their recycling services) within their services. The costs of contamination for individual authorities often acts as a blocker to other service improvements.

Improving yield

Resource London will work to support boroughs across different housing stock and tenures that make up the capital's residences from kerbside to high rise, including new build; and privately owned and the rental sector, including social and private rented and houses of multiple occupancy (HMOs). Analysis by Resource London shows there is a clear negative correlation between the Index of Multiple Deprivation (IMD) and recycling rates and between population density and recycling rates (and between Population density and IMD). There is also a very strong positive association between home ownership and recycling rate.

Analysis through the 2020 London Routemap shows the critical importance of introducing and maintaining effective flats dry recycling services, with flats accounting for up to 80% of housing stock in some boroughs. By providing a comprehensive flats recycling service collecting a minimum of the five main materials (paper, card, glass, cans and plastic bottles) the analysis shows that if the dry recycling yields could be increased to 130kg/hh/yr by 2020 this would result in a 1.2% increase in London's recycling rate. (Smaller increases in kg/hh/yr obviously result in lower recycling rate increases for example 93/kg/hh/yr or 112/kg/hh/yr would result in only a 0.04% or 0.65% increase in London's recycling rates by 2020 respectively). To put this in context London's 2013-14 collected yield for flats was 91.6kg/hh/yr.

However, to truly increase the performance of flats services and have a significant impact on London's recycling performance, innovation is required. In 2015-16 Resource London up-weighted the national Dense Urban Recycling project delivering two of the pilots to flats within London. The results from these projects and others within the Dense Urban research will be seen in autumn 2016 and it is hoped that they will provide new insight into intensifying flats recycling that can be adopted across London.

Addressing the issues associated with poor quality recyclate and low yield will therefore be a key focus for the 2016-17 programme to ensure that borough recycling services realise their true potential, and are cost saving services when compared to disposal alternatives.

Domestic rented sector

c.26% (860,000)⁴ of all households in London are in the private rented sector, 7% higher than the rest of England and Wales – of these HMOs⁵ comprise c.7% (or c.185,000 HMOs). Importantly the number of households in this sector has doubled in the past 10 years and is predicted to continue to rise. These households are highly mobile, with 1 in 3 private renters having lived in their current home for less than a year and 70% for 2 years or less. c.24% of all households in London are in the social housing sector, which has fallen from 35% in 1981, due in part to high levels of new supply of other tenures and in part to Right to Buy sales. Social housing is the most spatially concentrated of the tenures, comprising a high proportion of housing in many Inner London neighbourhoods. These households move less frequently than in the private sector with 7% moving in the last year. Through service review meetings and other activities, Resource London has compiled the key waste management issues in the domestic rented (especially private) sector cited by boroughs, these are:

- overproduction and excess waste (partly due to overcrowding in rental properties);
- lack of sufficient waste storage and separation areas;
- difficulty in containing waste;
- contamination of recycling – mostly reject but also non-target;
- poor recycling rates;
- misuse of bulky waste services;
- fly-tipping (including placing waste out for collection on the wrong day);
- high bin replacement; and
- high household churn in the private sector making it challenging to communicate with residents on waste.

All of these issues have significant cost and resourcing implications for the local authorities and a significant impact on recycling quality and yield. Furthermore boroughs found these issues to be more prevalent from HMOs. Resource London in partnership with others will work to support boroughs to find solutions to address waste management issues in this sector.

Finally in 2014 LWARB and LEDNET commissioned the development of waste management planning advice for flatted properties. The template planning policy and template waste management strategy were completed and disseminated in March 2015. Resource London will promote this guidance amongst boroughs and developers.

4.4 Restricting residual waste

The London 2020 Routemap modelling found that restricting residual waste either through restricted containment or reduced frequency is the most effective mechanism to increase recycling rates by compelling residents to consider their waste management choices more prudently. Resource London has supported a number of boroughs during 2015/16 to consider and implement changes to their residual waste policies and services. Furthermore reviewing residual waste policies (both containment and frequency options) was listed by

⁴ ONS, 2011

⁵ As per the definition in the Housing Act 2004.

London boroughs as one of the key service change options under consideration in the short to medium term.

The London 2020 Routemap analysed two scenarios for restricting residual waste:

1. A move to fortnightly residual with no change in recycling services.

This scenario was found to have a potential to increase London's recycling rate by 2.2%. But critically this scenario also resulted in a net cost saving.

2. Those households currently on weekly residual remain on weekly but use approximately 120 litre capacity wheeled bins instead of 240 litres. Those on fortnightly remain on fortnightly. No change to recycling services.

This scenario was found to have a potential to increase London's recycling rate by 2.2%. But also has a potential net cost implication in changing containers.

Any change to residual waste policy and services has the potential to have both positive (increased recycling) and negative (increased contamination of recycling service) impacts. This focus area is therefore intrinsically linked to improving the yield and quality of dry recycling.

5 Delivery – How will the programme be delivered

In order to achieve the programme objective, Resource London will deploy a range of support. Resource London will work with London waste collection and disposal authorities on a targeted basis, supporting those where the performance returns on investment are highest. This tailored support will see different types and levels of support being provided across London authorities. For 2016-17 the programme is structured into three workstreams:

1. Service review;
2. Behaviour change; and
3. Development and innovation.

5.1 Service review

The Service Review workstream will focus on providing single or multiple waste authorities with support in developing and managing their service to recycle greater volumes of higher quality materials whilst reducing costs, and delivering good and consistent services to residents. The following activities will form a core part of service reviews:

1. *Service options modelling* – helping waste authorities to understand where savings and service improvements can be made in their domestic collection services, through the introduction of new services or modifying existing services, including adding new materials. Support will be provided with the objective of achieving greater harmonisation and consistency in service provision across London and will embrace the ethos of a London Recycling Guarantee for materials collected for recycling. This work may then lead onto further operational support. Options modelling will also look at areas where services can develop, such as introducing the collection of new materials including separate food; restricting residual waste

both through container capacity and/or frequency; and reviewing the effectiveness of bulky waste services. This work will highlight ways boroughs can maximise recycling participation and performance alongside working towards more harmonised services across London. As part of this work all collection service options modelling will seek political buy in and awareness from elected members. Where appropriate the programme will make use of the Mayor of London's online tool to inform the greenhouse gas performance of new/improved waste services.

2. *Service interventions* – This work will support boroughs, including through grant funding where necessary, to deliver proven good practice that can maximise recycling participation and performance. In 2016-17 this will include the delivery of a proven package of intervention measures to increase the capture of unavoidable food waste in existing kerbside food waste services (including communications and technical support and service interventions), and following the evaluation of results may include service interventions identified through the Dense Urban Recycling project.
3. *Procurement support* – supporting waste authorities who are procuring their collection services, to ensure that they achieve best value from the contract and that the contract allows them to deliver performance improvement. It will also consider how services can be harmonised through the procurement.
4. *Shared service projects* – working with groups of waste authorities including the Joint Waste Disposal Authorities to explore the savings and service harmonisation which can be made through joint delivery of services. This includes ancillary services such as clinical waste.
5. *Income generating services* – will focus on the provision of support to improve and develop services which can generate income for waste authorities including chargeable services and commercial waste.

Data analysis work for the programme will also form part of this workstream. The majority of this work will include the analysis of waste authority services. The data analysis work includes:

- Analysis of borough level tonnage data to identify overarching trends across London; and
- Maintaining the London bespoke elements of the WRAP LA portal.

5.2 Behaviour change

The communications behaviour change area for 2016-17 will build on the foundations established during 2015-16 and be delivered at both a London-wide and a local level and will focus on the following work stream priorities:

1. Service level communications support;
2. London-wide recycling and waste reduction initiatives: Recycle for London, London centric Love Food Hate Waste and Love Your Clothes campaigns; and London wide coordination to support and amplify national and international campaigns.

1. Service level communications support

This work stream will focus on working with waste authorities to increase the quality and consistency of communications issued to residents. The programme recognises that the

quality and frequency of communication impacts on residents' confidence levels and therefore their ability to recycle effectively. Support will include both grant funding and communications advice. Funded support is contingent on all communications material being produced in line with the Recycle for London brand guidelines.

Non-funded advisory support will continue to be made available to all London waste authorities. This will include the provision of relevant communications guidance, training, case studies and good practice examples which boroughs can fully utilise.

This approach will ensure that consistent and high quality communications are developed and delivered to residents that have a consistent look and feel to London wide communications.

2. London wide recycling and waste reduction initiatives

The London recycling and waste reduction initiative work stream is broken into two areas:

- 2a. Co-ordination of London-wide communications activity; and
- 2b. Development and delivery of London-wide campaigns.

2a. Co-ordination of London-wide activity – This work stream will focus on the co-ordination of London-wide activities that amplify national campaigns such as; Recycle Now, European Waste Awareness Week and other national and seasonal campaigns using the Recycle for London website and other relevant digital and communication channels.

A key element of this work stream will be the localisation of national and London-wide activity. The programme has reviewed the national campaign calendars and identified the quarterly themes that match priorities for London. The programme will promote and coordinate regional/local activity accordingly.

2b. Development and delivery of London-wide campaigns:

Recycle for London (RfL) – The RfL campaign was relaunched on 9 November 2015 with a complete campaign and brand refresh based on the national Recycle Now campaign but with local flexibility to reflect the London audience. A revitalised RfL brand was developed and a new [RfL website](#) created. An overarching theme of 'just one thing' was used to communicate that if everyone in London recycled just one more item, it would make a significant impact on recycling rates. The website is built around the Recycling Locator (that helps residents find their nearest recycling point) but also incorporates motivational messaging about 'why recycle?', news and events about recycling-related activity in the capital, as well as campaign pages for London-specific content on Love Food Hate Waste and Love Your Clothes.

In 2016/17 the RfL campaign will build on the foundations laid in 2015/16 by delivering a calendar of activity focused on food recycling, re-use and repair (an autumn London-wide focus supported by local funding) and a month-by-month detailed digital content plan. This will be supported by the procurement of a PR call-off contract.

Alongside the more tactical delivery of this calendar of activity, work will be done to provide insight into target London audiences and to build a longer term strategy and creative approach to the campaign up to 2020. In addition a new work stream built around partnerships and events sponsorship will be planned and a specialist agency procured to help build and deliver a programme of PR and sponsorship affiliation with major London public events through to 2020. A separate RfL campaign plan and calendar is attached at Appendix 1.

Love Food Hate Waste London (LFHW) – Focuses on minimising the amount of food waste produced in households across London. In September 2015 the programme appointed a dedicated London LFHW campaign manager and has appointed a creative and communications agency to develop an overarching four-year campaign strategy as well as a detailed and targeted campaign plan from the launch in May 2016 through to March 2017. The campaign has two purposes: 1) to raise awareness of the issue and 2) to change consumer behaviour. Research to date has identified a number of audiences to target and will do so by adopting multi-channel communications activities as well as a number of targeted experiential events hosted across each London borough. A key objective of the campaign is to leverage as many match-funding and in-kind opportunities as possible from WRAP's partner network and through the more ambitious Courtauld 2025 agreement. This approach will enable Resource London to secure multiple touch points for the campaign and increase substantially the reach and impact of the key messages to drive behaviour change. The campaign will be delivered in close consultation with our partners both in local government (London waste authorities, the London Councils and the GLA) and in the commercial and wider public sector. A separate campaign plan and calendar is attached at Appendix 2.

Love Your Clothes – During 2015-16 Resource London through (and with) LWARB signed up to be a partner in the EU-funded ECAP (European Clothing Action Plan) project. For Resource London, this project will include a range of activities to promote sustainable textile use in London, working with business, the media and bloggers, educational establishments, makers, crafters and designers as well as local authorities. The campaign activity will focus on the target audience of 16-25 year olds. Resource London's involvement in ECAP levers in an additional c.£166,400 Life+ funding over the next three years to undertake more clothing-related activity in London. The ECAP delivery programme plan is currently being finalised with all project partners and London's re-submission is awaiting approval from the EU. London's activity is targeted to launch in September 2016 during London Fashion Week. . A LYC campaign plan and calendar will be developed once EU approval has been received.

5.3 Development and Innovation

Waste authorities face increased budget constraints, yet national targets mean that officer teams responsible for waste management services are under increasing pressure to deliver increase recycling. As waste teams are rationalised key competencies and expertise are often lost. The Development and Innovation workstream will continue to address this, developing expertise and providing innovation to waste authorities to reduce identified skills

gaps and enable progressive solutions to be implemented. The delivery area contains two work streams:

1. Training and Upskilling; and
2. Research and Innovation.

1. Training and Upskilling

Training and upskilling sessions will be delivered in a variety of ways including workshops, webinars, dissemination events and subject specific surgeries to be tailored to the subject matter.

In addition Resource London will deliver in partnership with the University of Central Lancashire (UCLAN) the CIWM accredited Recycling Managers' Training Course for officers from London boroughs.

2. Research and Innovation

This workstream will commission and contribute to research and innovation projects to support the aims and objectives of the programme or other programme workstreams. Identified opportunities include:

2a. Support of national trials and research

Dense urban recycling – continued support of the national project and London pilots.

2b. London based trials and research

2020 Routemap – Rerun of the 2020 Routemap using 2014/15 data.

Establishing the scale and content of dry recycling contamination – utilising data entered onto the Material Facilities portal by MRF operators, Resource London will review data returns from facilities taking recyclate from London waste authorities, to gain greater insight into the scale and type of contamination in London from co-mingled recycling services. This analysis will complement information gathered directly from the London boroughs. This intelligence will then be used to develop tailored support interventions.

Improve Waste Management Practices in the Domestic Rented Sector – Resource London will commission research to investigate the opportunities for improving waste management practices within the domestic rented sector. The project will focus on the mechanisms available to:

- a. London waste authorities to enact and enforce greater landlord/managing agent responsibility;
- b. London waste authorities to enact and enforce greater compliance directly with tenants; and
- c. Landlords/managing agents to enact and enforce greater compliance directly with tenants.

6 Evaluation of programme performance

In order to track progress against the Resource London's objectives a comprehensive evaluation process has been established consisting of Key Performance Indicators (KPIs), Proxy indicators and annual tracker objectives.

6.1 Key Performance Indicators (KPIs)

The programme has established eight KPIs set out in table 1 below to demonstrate how effectively it is achieving key business objectives. The primary mechanism for measuring the KPIs will be WasteDataFlow (WDF) (with the exception of KPI2 which will utilise data from the Mayor's Emissions Performance Standard (EPS)). Due to time required by Defra to audit WDF returns, audited data only becomes available in the December following financial year end. Resource London then needs to evaluate its impact on London's performance. Resource London KPIs will therefore be reported in January the following year i.e. 2015-16 KPI performance will be reported in January 2017. In order to report the KPIs in a consistent way Resource London has established a KPI Dashboard.

The WDF returns for 2014-15 (released in December 2015) provided the baseline for the Resource London programme.

Table 1

KPI 1a: Levels of recycling (local authority collected waste)	
Objective	Contribute to an increase in the amount of London's local authority collected waste that is recycled
Indicator	Recycling rate
KPI 1b: Levels of recycling (household waste)	
Objective	Contribute to an increase the amount of London's household waste recycled
Indicator	Recycling rate
KPI 2: Greenhouse gas emissions	
Objective	Help London authorities contribute to meeting the Mayor's Emissions Performance Standard (EPS) through better management of waste
Indicator	CO ₂ equivalent emissions
KPI 3: Waste sent to landfill	
Objective	Reduce the amount of London's waste being sent to landfill
Indicator	Average kg per household of waste collected in London by local authorities and sent to landfill
KPI 4a: Organic waste recycling	
Objective	Increase the amount of London's organic waste sent for recycling
Indicator	Kg per household sent for recycling

KPI 4b: Food waste recycling	
Objective	Increase the amount of London's food waste sent for recycling
Indicator	Kg per household sent for recycling
KPI 5: Household waste collected	
Objective	Decrease the amount of household waste collected in London
Indicator	Total kg per household of household waste collected by London Boroughs
KPI 6: Quality of recyclate	
Objective	To decrease the amount of contamination in co-mingled local authority collected recyclate sent to materials facilities (MFs)
Indicator	Average percentage of contamination in recyclate, by material
KPI 7: Commercial waste recycling	
Objective	Increase the proportion of commercial waste recycled by local authorities, of that collected
Indicator	% of collected trade waste recycled
KPI 8: Recycling and reuse at HWRCs	
Objective	Increase the amount of waste collected for recycling and reuse at HWRCs
Indicator	Tonnage of waste collected

6.2 Proxy Programme Indicators

In order to show progress against the programme objectives in year, Resource London has established a set of Proxy Programme Indicators (Table 2). These proxy indicators are generated from the 3Rs and LFHW consumer trackers surveys run by WRAP. Resource London has up weighted these surveys to be able to gather London specific trends. The tracker surveys are conducted in April each year, and proxy indicators will be reported in June/July that calendar year.

KPI 2: Greenhouse gas emissions and KPI.3 Waste sent to landfill do not have proxy indicators.

PPI1 Households served by dry recycling schemes	
KPI for which it is a proxy	KPI1a, KPI1b
Objective	Working with the London Boroughs and Waste Authorities, to increase the percentage of London households served by recycling schemes for the dry materials
Indicator	% of households served – dry recycling
PPI2 Households served by food recycling schemes	
KPI for which it is a proxy	KPI4b
Objective	Working with the London Boroughs and Waste Authorities, to increase the percentage of London households served by recycling schemes for food

Indicator	% of households served – food recycling
PPI3 Households served by garden waste recycling schemes	
KPI for which it is a proxy	KPI4b
Objective	Working with the London Boroughs and Waste Authorities, to increase the percentage of London households served by recycling schemes for garden waste
Indicator	% of households served – garden waste
PPI4 Premises served by commercial waste recycling schemes	
KPI for which it is a proxy	KPI8
Objective	Working with the London Boroughs and Waste Authorities, to increase the percentage of London businesses served by recycling schemes for the materials covered by the Recycling Guarantee
Indicator	% of businesses served with a recycling scheme
PPI5 Householder confidence about which materials can be recycled	
KPI for which it is a proxy	KPI1a and 1b
Objective	To increase confidence amongst London householders about what can and cannot be recycled so they recycle effectively
Indicator	% of London households that are very confident
PPI6 Households not using a food waste recycling service	
KPI for which it is a proxy	KPI4b
Objective	Working with the Boroughs and Waste Authorities, to increase the proportion of London householders that use the recycling schemes they are provided with
Indicator	% of kerbside properties that use their food waste recycling scheme
PPI7 Not using a garden waste recycling service	
KPI for which it is a proxy	KPI4a
Objective	Working with the Boroughs and Waste Authorities, to increase the proportion of London householders that use the recycling schemes they are provided with
Indicator	% of households that use their garden waste recycling scheme
PPI8 Food planning behaviours	
KPI for which it is a proxy	KPI5
Objective	Through the Love Food Hate Waste Campaign, increase the proportion of London households using planning behaviours that reduce food waste
Indicator	% of households planning effectively
PPI9 Food management behaviours	
KPI for which it is a proxy	KPI5
Objective	Through the Love Food Hate Waste Campaign, increase the proportion of London households managing their food more effectively
Indicator	% of households managing their food effectively
PPI10 Correct recycling	
KPI for which it is a proxy	KPI6
Objective	Increase the proportion of Londoners putting the correct materials out for recycling
Indicator	% of households correctly recycling all materials that are collected at kerbside
PPI11 Contamination through over-keenness	
KPI for which it is a proxy	KPI6
Objective	Increase the proportion of Londoners putting the correct

	materials out for recycling
Indicator	% of households that are not always certain that the items they put in the recycling collection can be included but would rather do so than throw them away
PPI12 Recycling and reuse at HWRCs	
KPI for which it is a proxy	KPI8
Objective	To increase the proportion of Londoners that take items to HWRCs for reuse and recycling
Indicator	% of Londoners taking items to HWRCs for reuse or recycling

6.3 2015/2016 Trackers

Once finalised the Resource London Programme Delivery Plan will be used to generate a set of 2016/17 trackers thereby creating in-year objectives and a delivery timeline.

7 Income

The Resource London programme has a total income of c.£3,000,000, comprising:

Source	Amount
LWARB	£1,500,000
WRAP	£600,000
LEDNET	£40,000
EU Life funding	£36,000
Total	£2,176,000

In June 2015, LEDNET agreed to commit an annual research budget of £40k (to be reviewed annually) to co-fund with Resource London research projects of strategic importance to London boroughs.

Resource London has committed c.68% of its projected LYC budget for the coming 3.5 years (around £75k) to deliver the ECAP project plus a contribution from the Circular Economy programme budget of £40k over the coming 3.5 years, to make a total London contribution of c.£115k. This funding in turn levers in an additional c.£166,400 (i.e. 60%) Life+ funding to undertake more clothing-related activity.

Resource London will also seek match funding from London waste authorities were support is provided so that Resource London funding is used to complements local authority budgets.

Finally Resource London will seek new partnerships to deepen and accelerate Programme delivery.

8 Budget

The 2016-17 Resource London programme budget is £2,476,000* (inclusive of staffing, administration and delivery).

**The additional £300,000 of spend over the Resource London 2016-17 income (detailed above) comes from commitments made in financial year 2015-16 where spend occurs in 2016-17.*

The below table sets out the budget allocation by Delivery Area for 2016-17.

	Allocation (£)	Percentage of Total
Service Review	£450k	18%
Behaviour Change	£1.2m	48%
Development and Innovation	£226k	9%
Evaluation	£124k	5%
Sundries and overheads	£466k	19%
Total	£2.5m	

Spend will be fluid throughout the year on all workstreams and subject to changes depending on when projects are delivered and when boroughs come forward to take advantage of the offerings. The spend against forecast is therefore subject to variations.

9 Resourcing

9.1 The Partnership Board

Resource London is governed through a Partnership Board constituted as an LWARB Committee. The Partnership Board comprises:

Cllr Clyde Loakes (chair) – LWARB,

Wayne Hubbard – LWARB

Marcus Gover – WRAP

Niall Bolger – Chief Executives London Committee (CELC), LB Sutton; and

Carolyn Dwyer – London Environment Directors' Network (LEDNet), City of London Corporation.

In addition there are two non-voting observers from the GLA and London Councils, Adam Batchelor and Katharina Winbeck respectively.

The Partnership Board meets four times per annum.

9.2 Programme staffing

The Resource London team is based in the LWARB office and comprises:

- Head of Programme: Antony Buchan
- Local Authority Support Managers: Beverley Simonson
Gemma Scott (0.8 FTE)
- Communications and Behaviour Change Manager Ali Moore (0.8 FTE)

- LFHW Manager
(employed by WRAP, but based in London)
- Project coordinator and administrator

James McGowan

Valentina Golin (0.5 FTE)

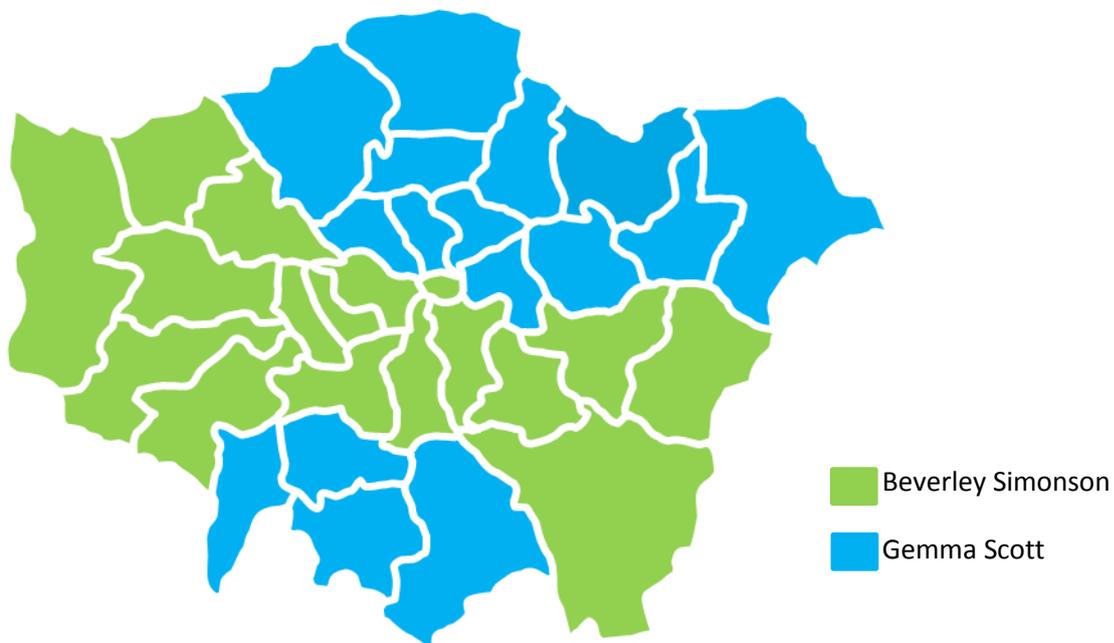
In 2016-17 the following post will be added:

- London LYC coordinator

0.5 FTE

To support London's 33 boroughs and joint waste disposal authorities in the most effective way Resource London has divided London between its two Local Authority Support Managers (Image 2) acting as 'Key Account Managers' and the first point of contact for any support enquiries.

Image 2



In addition to a small core team, specialist services will be provided either through WRAP or secured externally according to need. For 2016-17 support requirements have been identified from WRAP in the following areas: project management support for service intervention projects; communications and behaviour change for both RfL and LFHW; specific research and innovation projects and Resource London programme evaluation.