



Resource London

# Programme Plan **2020-25**

## Contents

1	What is Resource London.....	3
2	Tackling the climate emergency.....	3
3	Purpose.....	<b>Error! Bookmark not defined.</b>
4	Objective.....	4
5	Focus.....	4
6	Activity.....	5
6.1	Minimising waste.....	5
6.2	Improving the capture and quality of recycling (dry and food).....	5
7	Delivery.....	5
7.1	Research, innovation and demonstration (the London lab).....	6
7.2	Behaviour change.....	7
	Looking to the future.....	8
7.3	Capacity building.....	8
7.4	Service advice and support.....	<b>Error! Bookmark not defined.</b>
8	Circular London.....	9
9	Programme staffing.....	9
10	Budget.....	9
	Policy Landscape.....	12

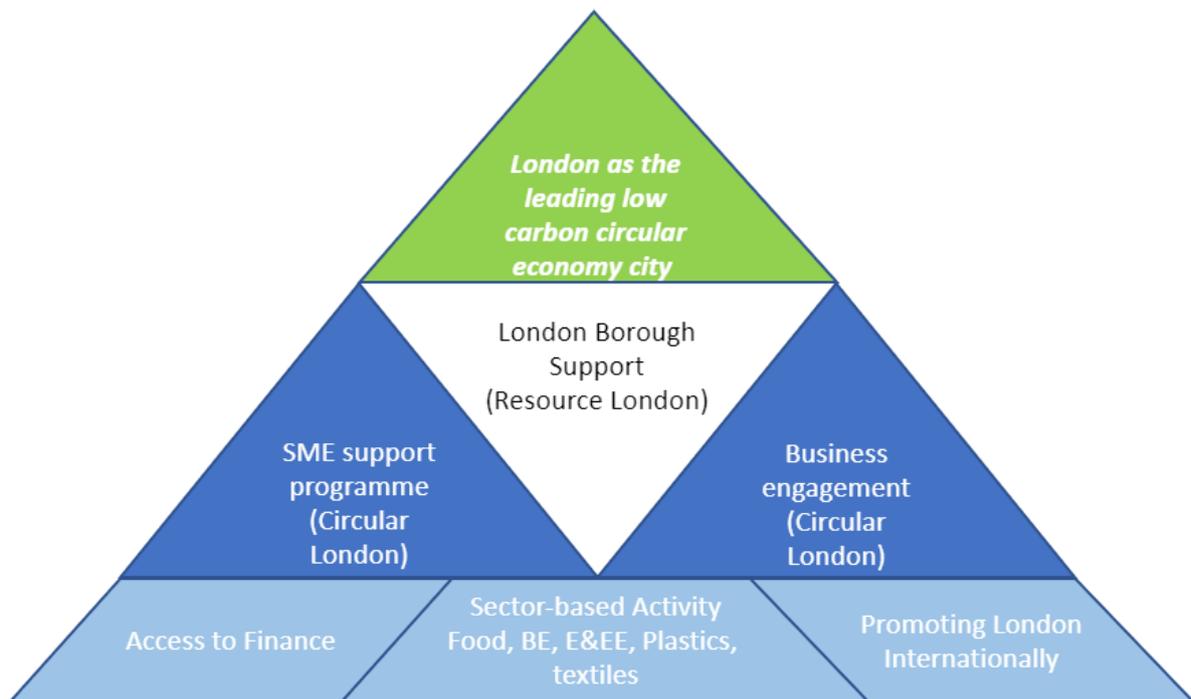
## 1 What is Resource London

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

## 2 Tackling the climate emergency

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

Resource London will work with London's waste authorities to help reduce consumption-based emissions through the adoption of circular economy actions designed to reduce the amount of waste London produces and to recycle more of what remains. LWARB estimated that taking a circular economy approach could reduce waste by up to 60 per cent<sup>1</sup>.



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

<sup>1</sup> LWARB (2017) Circular Economy Effects on Waste Production in London Accessed from: [www.lwarb.gov.uk/wp-content/uploads/2016/12/Final-Report\\_Issue.pdf](http://www.lwarb.gov.uk/wp-content/uploads/2016/12/Final-Report_Issue.pdf)

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

### 3 Objective

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

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

### 4 Focus

The programme will focus on three priority areas<sup>2</sup>: plastics, food and textiles; which (along with electronics and built environment) present the best opportunity for London to reduce consumption based emissions:

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

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<sup>2</sup> High environmental impact; retained financial value of the product; re-use/recycling potential; and areas with pre-existing examples of circular business models. [https://www.lwarb.gov.uk/wp-content/uploads/2015/12/LWARB-circular-economy-report\\_web\\_09.12.15.pdf](https://www.lwarb.gov.uk/wp-content/uploads/2015/12/LWARB-circular-economy-report_web_09.12.15.pdf)

<sup>3</sup> TRIFOCAAL London

## 5 Activity

To realise these opportunities activity will be targeted on:

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

### 5.1 Reducing waste

Waste reduction, re-use and repair are at the top of the waste hierarchy and as such represent the best opportunity to tackle consumption based emissions. This ‘golden tonnage’ represents waste that was never produced so has no collection or disposal cost to the for London’s boroughs. Adoption of circular economy opportunities, waste reduction and reuse form a key part of boroughs Reduction and Recycling Plan (RRPs). LWARB calculate that if we can reduce London’s waste by half by 2030 it would result in a cumulative savings of almost £2 billion for London boroughs. Resource London will work with boroughs to help them deliver the circular economy and waste reduction actions they’ve identified in their RRP, as well helping them to realise new circular economy opportunities.

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

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

In addition to increasing recycling capture, quality of the recyclate is critical (including tackling contamination), not only in terms of increasing recycling rates, but also for authorities to deliver efficient and cost-effective services. With all London boroughs providing some form of co-mingled recycling and changes to available export markets, the quality of material that is sent for recycling is acutely important.

Boroughs have set-out, and agreed with the Mayor, how they will deliver these services changes in their RRP. The RRP are key documents for shaping how waste and recycling services will evolve over the LWARB business plan period. Resource London will support London boroughs to achieve harmonised, consistent and efficient waste and recycling services identified in the London Environment Strategy.

## 6 Delivery

The programme will provide:

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

## 6.1 Service advice and support

Supporting the delivery of excellent local authority services (that either reduce waste or improve the capture and quality of recycling) remains the core of the Resource London programme. Resource London will continue to offer support to all authorities. The support will be guided by actions identified in borough RRP (agreed between the authority and the Mayor) and informed by the knowledge and intelligence we develop through London Lab projects ([section 6.2](#)).

Working with waste authorities and the GLA, Resource London will support annual RRP progress reviews. The RRP progress reviews will be used to identify borough support priorities. Resource London support will sit on a continuum between physical service change/interventions and behaviour change intervention/activity, often combining both. Support may be to one-to-one or one-to-many.

In recognition of their strategic importance, flats recycling services, food waste recycling and tackling contamination will be a particular priority. With good practice solutions to support these developed through London Lab projects.

Resource London will also continue its programme of supporting support boroughs and businesses (including business partnerships and business improvement districts) to improve London's commercial waste recycling provision. Including the introduction of consolidation schemes.

Support will be provided through a mixture of free, cost recovery and charged for services. Resource London will work with waste authorities (and the GLA) to ensure that the most appropriate and effective support is provided depending on an authority's needs:

- Good practice support will be provided to all authorities at no cost. This includes service, communications and behaviour change support based on our extensive knowledge and resources developed through the London Lab. £200,000 (excluding staff time) has been budgeted to invest in this support stream.
- If authorities want to deliver projects that require detailed borough specific support requiring significant additional input from Resource London, this support will be charged at cost.
- Where support is provided to businesses or where it is provided to boroughs for commercial services that generate an income Resource London may charge a fee.

## 6.2 Research, innovation and demonstration (the London lab)

Resource London will deliver regional and sub-regional research and demonstration projects that develop expertise and providing innovation to waste authorities to enable new service and behaviour change solutions to be implemented. Resource London will work with those authorities committed to tackling the climate emergency. Projects will development good practice that supports the implementation of the London Environment Strategy and helps boroughs to deliver their RRP. Projects may include:

- continued work to improve flats recycling, both existing and new build;
- audience insights and pilot services to improve flats food waste services;

- service support to reduce contamination and improve quality of materials collect for recycling to strengthen UK markets and prepare boroughs for the introduction of extended producer responsibility (EPR);
- innovation to engage London's hard to reach audience groups;
- behavioural insights into citizens attitudes to climate change;
- demonstration of circular economy solution to reduce waste and tackle consumption based emissions;
- promoting circular economy services to Londoners;
- demonstration to highlight commercial recycling opportunities particularly in relations to consolidation; and
- analysis and demonstration to establish the impact of legislative changes on local authority services, such as EPR and DRS.

A budget of £400,000 has been allocated. Resource London will look to partner with other organisations to maximise resources and reach.

### 6.3 Behaviour change

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

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

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

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

#### London Recycles

Since 2017 Resource London has invested c.£2million into to the London Recycles. An award-winning London campaign has been built based on London centric behavioural insights. Over this period a substantial resource of creative assets has been developed and Resource London has developed expertise in delivering a campaign that resonates with a urban audience.

In the immediate future Resource London will deliver an efficient London Recycles campaign, utilising existing assets and work harder and using social media and .... Resource London will also explore options to expand the remit and reach of the London

Recycles brand to encourage actions higher up the waste hierarchy i.e. London Reuses and London Repairs.

#### **Looking to the future**

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

#### Love Not Landfill (#LNL)

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

#### Sustainable food behaviours

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

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

## **6.4 Capacity building**

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

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

## 7 Circular London

Circular London is LWARB's other programme. Circular London's objective is accelerating the development of a circular economy in London by promoting circular economy business models to SMEs and corporates, increasing the circularity of London boroughs, and developing and increasing knowledge in this area through research and data. Circular London complements and supplements Resource London. Together the LWARB programmes will connect circular businesses and citizens presenting new opportunities and innovations to help reduce waste and increase recycling. These will include such as food sharing apps, rental platforms and reuse and repair opportunities. The activities and resources of both LWARB programmes will ensure that London waste authorities and Londoners receive the best support in making the circular economy transition.

## 8 Programme staffing

Resource London has a core team comprising:

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

## 9 Budget

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

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

- This is an LWARB only budget. It does not include any WRAP partnership funding or external project grant funding i.e. for #LNL.
- The budget does not include potential income from commercial consultancy services or cost offsetting from borough service recharge, which would reduce Resource London's staff overhead and therefore release funds into the programme spend.
- The line for 'new permanent staff' is for the continuation and conversion of two fixed term posts into permanent posts: London Recycles Campaign Lead and Commercial Recycling Lead. In addition the London Recycles Campaign Lead has been increased from a grade 6 to a grade 7 to recognise increased levels of responsibility.
- The line for 'flexible staff' is for the #LNL team as one 0.6FTE and one 0.4FTE. The intention is for LWARB to recoup the cost from external funding. However, in order to achieve this LWARB needs to guarantee the posts for a fixed to be reviewed. A two-year period has been budgeted.

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

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

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

## Policy Landscape

### London's London Environment Strategy

Published May 2018. Policies and proposals to:

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

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

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

### Resources and Waste Strategy

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

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

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

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<sup>i</sup> The Mayor of London, London Environment Strategy, Objective 7.1

<sup>ii</sup> Ibid, Objective 7.2

<sup>iii</sup> Ibid, Chapter 10