

Report Title	Report RL 13/12/18 - 08
Commercial waste project	
Report by	Sarah Craddock
Job Title	Project Development Manager – Commercial Recycling
Date of meeting	13 December 2018

Summary
This paper presents an update on local authority support activities relating to the commercial waste recycling project in line with the Resource London 2018-19 programme delivery plan.

Recommendation
For information only.

Risk Management	
Risk	Action to mitigate risk
N/A – no decisions being made	

Implications	
Legal N/A – no decisions being made	
Financial N/A – no decisions being made	
Equalities N/A – no decisions being made	
Originating Officer	Sarah Craddock, Project Development Manager – Commercial Recycling
Contact details	sarah.craddock@resource-london.org

PART I – NON-CONFIDENTIAL INFORMATION

Supporting Report

Why the paper is being presented
To provide the Partnership Board with a progress report against programme output indicators.

Report				
Output indicator	1	2	3	4
Develop and deliver a programme of activity to improve commercial waste recycling services in London working with London waste	G	G	G	

authorities, commercial waste companies and business support organisations (such as business improvement districts).				
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To meet the Mayor’s 65 percent municipal waste recycling target, the Mayor is encouraging waste authorities to identify opportunities to improve their own commercial waste recycling services (Proposal 7.2.1.d “The Mayor, through LWARB, will support waste authorities to boost business reuse and recycling performance”). The Mayor will also review the feasibility of a commercial waste framework in London and work with TFL and BIDs to promote waste consolidation (Proposal 7.2.2.a “The Mayor will support efforts to consolidate commercially collected waste services to improve recycling performance, reduce congestion, improve the public realm and improve air quality”). For 2018-20, the Resource London programme has been boosted with £100,000 of additional funding from LWARB and has appointed a specific commercial waste recycling project manager (Sarah Craddock) who started at the end of August.

The initial phase of works for this project involved speaking with all 33 Local Authorities to determine the current level of their commercial waste service provision, what they see as the largest barriers to increasing their commercial recycling rate, and what support they would like to receive from Resource London to improve this. Appendix 1 details the key findings from these conversations as well as the support available (agreed in consultation with the GLA).

In addition to the Local Authorities, conversations were held with 20 Business Improvement Districts (BIDs) to discover whether they operate a waste consolidation scheme, the effectiveness of it, and what support they would like to receive from Resource London. Appendix 2 details the key findings from these conversations as well as the support available (again agreed in consultation with the GLA).

All Local Authorities and BIDs have been advised of the available support and responses from them are currently being collated into a project timeline.

The next key phase of works for this project is due to commence in the New Year, which will involve engaging with the largest private waste collectors in London. Contact will be made with the leading providers for an open discussion on commercial waste and recycling in London. Following this, a range of businesses will be surveyed to find out their largest barriers to recycling, what they understand their responsibilities to be around waste management, and what support they need to recycle more.

In addition to the above there has been ongoing work with TFL, DEFRA, large London estate owners and landlords, and WRAP. These activities are detailed below.

TFL provide funding (Healthy Streets Fund for Businesses) which is open to businesses groups. Several of the successful applicants from the last round of funding are from BIDs looking to implement waste consolidation schemes and/or related technology. As such Sarah Craddock has established a working relationship with the TFL team delivering the funding programme and presented at a BID networking event they held in November.

In order to meet the Mayor’s 65 percent municipal waste recycling target, work needs to be done on improving data and reporting around commercial waste in London. There is an existing DEFRA industry working group in place that will also now be attended by Sarah Craddock in order feed into the group and provide support where

needed to ensure improved data and reporting by private waste collectors.

Discussions with four large London private estate owners and landlords have taken place to gain detail on how their tenants manage their waste and any waste consolidation that is in place. Throughout the duration of this project Sarah Craddock will continue to research existing consolidation schemes that are run by large private estate owners and landlords to build a case study library and use the findings and learnings to support others to establish their own scheme.

The zoning project with WRAP has now completed all business surveys and baselining. The project team is currently deciding on the scenarios to map that will show the impact zoning could have on air pollution, jobs, route optimisation and cost.

Appendices

- Appendix 1 – Local authority survey report
- Appendix 2 – BID survey report

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

Introduction

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

London Environment Strategy Key Policies:

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

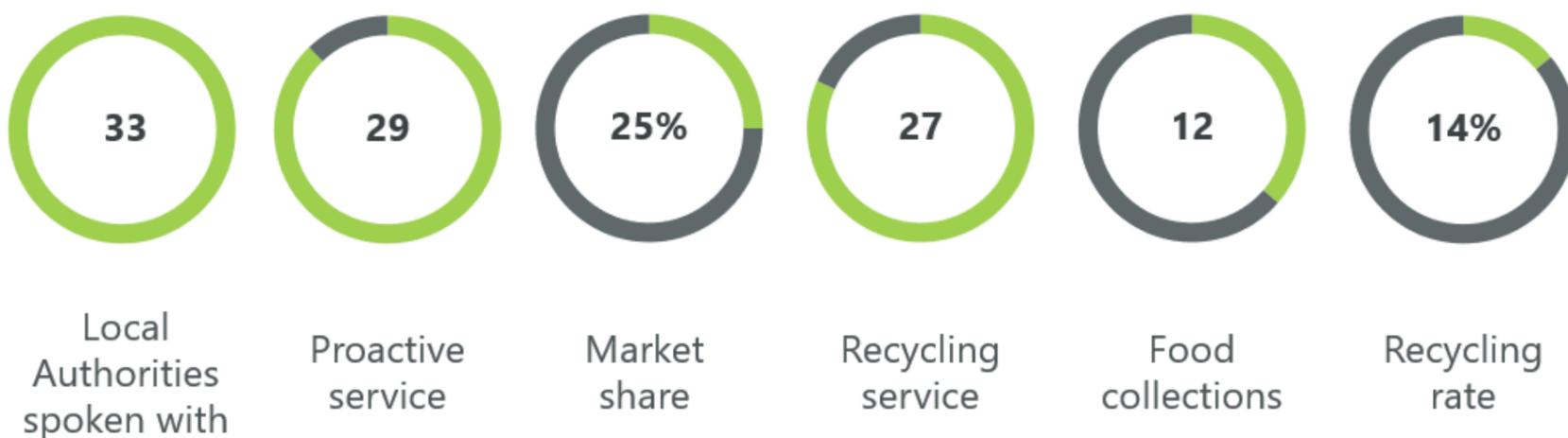
7.2.2.a: The Mayor will support efforts to consolidate commercially collected waste services to improve recycling performance, reduce congestion, improve the public realm and improve air quality

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

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

Key Findings

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



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

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

Barriers to Recycling

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

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

Resource London Support

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

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

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

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

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

Next Steps

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

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

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

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

Introduction

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

London Environment Strategy Key Policies:

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

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

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

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

Key Findings

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



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

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

Resource London Support

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

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

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

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

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

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

Next Steps

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

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

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