

<b>Report Title</b>		Report RL 29/03/19 - 09
Budget and Programme update		
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<b>Job Title</b>	Head of Programme	
<b>Date of meeting</b>	29/03/19	

<b>Summary</b>
This paper provides an update on administrative matters and budget relating to the Resource London programme.

<b>Recommendation</b>
<ul style="list-style-type: none"> <li>• To note the current budget commitments and forecast budget position for 2018-19</li> <li>• Note changes to the Resource London officer team</li> <li>• Consider and approve the draft 2019-20 programme plan and budget.</li> </ul>

<b>Implications</b>	
<b>Legal</b>	N/A
<b>Financial</b>	None
<b>Equalities</b>	None
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## Supporting Report

### Purpose of the paper

To enable the Partnership Board to oversee programme expenditure and review the draft 2019-20 programme plan.

### Report

#### 2018-19 Budget

The 2018-19 programme budget is allocated based on:

- Fixed resource allocation: comprising salaries and on-costs;
- External costs: comprising bought in services;
- WRAP / LWARB recharge; and
- Capital and target service grants.

Furthermore, the budget is split between LWARB held and managed funds and WRAP held and managed funds.

The WRAP budget is allocated to projects at the start of the year. WRAP's budget is restricted to in-year spend. WRAP and Resource London therefore reforecast and reprofile the budget throughout the year. Officers conducted a WRAP budget reprofile in January 2019. The reprofiling identified underspend in some projects (including Trifocal) allowing for the reallocation of funds to other project areas and new project opportunities to maximise the use of the WRAP budget element. Officers are currently forecasting a WRAP budget element spend of £740k against a total budget of £750k.

Due to the in-year restriction of the WRAP budget element, officers have worked to optimise it's use, over funds held by LWARB. Within LWARB held funds a number of large commitments and spend has been made:

- Regional Behavior Change: commitment and spend of £438,000 has been made against a budget commitment of £680,000. This includes £380,000 for year two of the One Bin is Rubbish campaign, Recycle Week and various elements of PR support (see Comms and Behaviour Change Report); and
- Flats: commitment and spend of £220,000 this includes all interventions development and installation costs. (see Flat Report).

From the LWARB element officers are currently forecasting an in-year spend of c.£1.5 million against a total budget of £2,133 million and an underspend of £0.6million. The LWARB underspend is a result of two primary factors:

1. Prioritising spend of the WRAP budget element, due to the in-year restriction, rather than the LWARB element;
2. Resource intensive projects rather than spend intensive projects. For example, whilst there were initial set up cost for the flats project, the primary activity was the officer intensive rollout which didn't require external project spend; and a large element of the individual LA support activity has been individual RRP support.

The LWARB underspend has been profiled into the 2019-20 Resource London budget.

### **RL Partnership Board membership**

Resource London is governed through a Partnership Board constituted as an LWARB Committee. The Partnership Board comprises: LWARB appointed chair; and one nominated member from each of LWARB; WRAP, Chief Executives London Committee (CELC) and London Environment Directors' Network (LEDNET).

LEDNET has notified Resource London that it's representative will be changing from Carolyn Dwyer (City of London) to Victoria Lawson (LB Hounslow).

### **Staffing**

Since the last board Resource London has welcomed one new starter. Kirsty Ainsworth, Communications and campaigns officer – TRIFOCAL, started 25 February. Resource London has also appointed Olivia Shaw onto a full-time temporary contract to 31 December 2019 as Campaign Support Officer to support the delivery of the LNL campaign. (Olivia was originally appointed on as an intern from August 2018 to February 2019.)

In addition, LWARB has confirmed that Cathy Cook's position of Local authority support manager will be made a permanent (from a temporary contract which was due to end 31 March 2020).

As noted in the Communication and Behaviour Change report, prolongation has been officially confirmed for both EU Life projects: ECAP and TRIFOCAL taking the projects through to 31 December 2019 and 31 January 2020 respectively. In line with prolongation officers employed to work solely on these projects have had their contracts extended accordingly:

- ECAP – Hannah Carter & Olivia Shaw – 31 December 2019
- TRIFOCAL – Kirsty Ainsworth – 31 January 2020

### **Conferences and events**

- Resource and Waste Conference – Beverley
- UKELA Brexit seminar – Antony
  
- London Conference (sponsored by Resource London) – 03 April
  - [www.london-conf.com](http://www.london-conf.com)
  - Speakers include: Shirley Rodriguez, Cllr Clyde Loakes, Dan Jones (LEDNET), Doug Simpson (GLA), Chris Mills (WRAP), Gemma Scott (RL) and Sarah Craddock (RL).

### **Date of next Resource London Partnership Board meeting**

TBC

### 2019-20 Programme Plan and budget

Each year of the Resource London partnership officers prepare a delivery plan setting out the activities the Programme will deliver in the coming year.

The Partnership Board is asked to consider and approve the draft Resource London Programme Plan 2019-20.

Officers will present the programme plan at the meeting, however officers wish to draw the Partnership Board's attention to certain aspects:

- The programme objectives reflect the Mayor of London's ambitions set out in the draft LES.
- Resource London will continue to have a primary focus on supporting London's waste authorities to drive up household recycling rates. But in a continuation of work started in 2018-19 will also support the Mayor's wider ambition that by 2030, 65 per cent of London's municipal waste will be recycled. To support this Resource London will also support activities designed to increase the recycling of commercial waste.
- The four programme focuses remain unchanged (*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*).
- Resource London will deliver regional, sub-regional and individual authority level projects. Project will sit on a continuum between physical service change/interventions and behaviour change intervention/activity. This reflects the nature of support now being provided by the programme.
- For 2019-20 several key regional projects have already been identified, including: flats, tackling contamination, domestic rented sector, commercial recycling and delivery of three communication and behavior change campaigns.

### Programme Budget

As an output of the Resource London Programme Plan an indicative budget has been developed. The Partnership Board is asked consider the programme area allocations and approve the Resource London programme budget.

Budget has been allocated based on:

- Fixed resource allocation: comprising salaries and on-costs;
- External costs: comprising bought in services;
- WRAP / LWARB recharge; and
- Capital and target service grants.

Spend will be fluid throughout the year on all workstreams and subject to changes depending on when projects are delivered and when boroughs come

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forward to take advantage of the offerings. The spend against forecast is therefore subject to variations.



Resource London

# Programme Plan **2019-20**

# Resource London Programme Plan



## Foreword

*Councillor Clyde Loakes, Chair of the Resource London Partnership Board*

## Executive Summary

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## Policy Landscape

### The Mayor of London's London Environment Strategy

On 31 May 2018 Mayor of London, Sadiq Khan, published his London Environment Strategy. This is the first Mayor of London strategy to bring together approaches to every aspect of London's environment.

### Resources and Waste Strategy

On 18 December 2018 Defra published the national Resources and Waste Strategy. The Strategy set out plans for some potentially radical changes to the way we manage resources and waste in the future.

## 1 What is Resource London

Resource London is the London waste authority support programme established in April 2015 as a partnership between LWARB and WRAP. The programme maximises the resources of both organisations for the benefit of London.

Resource London works with boroughs to support them to address the growing gap between boroughs desire to increase recycling rates and the reality of the financial situation facing them. Resource London delivers:

- Service and communications support;
- Regional behaviour change and communications campaigns;
- Research and development for improved service provision; and
- Development, capacity building and knowledge sharing.

### 1.1 Programme objectives

By 2020, London will have more harmonised, consistent and efficient waste and recycling services that will:

- make a significant contribution towards the Mayor of London's aim that London become a zero waste city;
- support the aim 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;
- make a significant contribution towards England achieving its 50% household waste recycling target by 2020.

### 1.2 London's performance

It is estimated that 41 per cent of London's municipal waste was recycled or composted in 2016/17<sup>1</sup>. London's household recycling rate in 2017-18 was 33.1% (an increase of 0.1 percentage point from 2016-17) (appendix 1). However, London continues to have the lowest household recycling rate of the English regions at 33.1%.

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<sup>1</sup> London Environment Strategy ([https://www.london.gov.uk/sites/default/files/london\\_environment\\_strategy\\_0.pdf](https://www.london.gov.uk/sites/default/files/london_environment_strategy_0.pdf))

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.

## 2 Programme focus

Resource London works across four key themes:

- Waste minimisation
- Food waste
- Quality and quantity
- Restricting residua

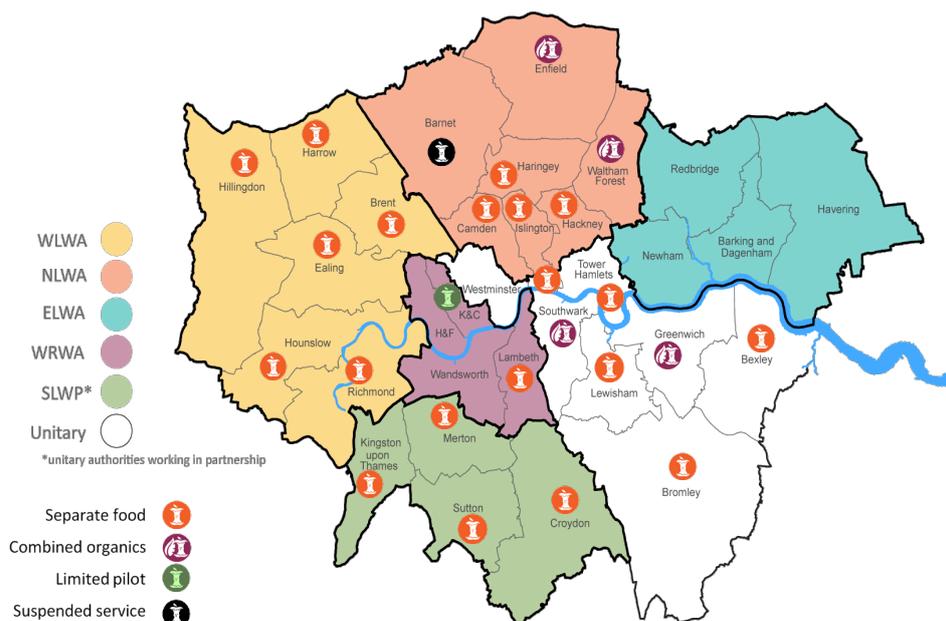
In addition Resource London will also support activities to designed to increase the recycling of commercial waste.

### 2.1 Minimising waste production and maximising re-use

Helping Londoners to reduce the amount of waste they produce and maximising re-use, through waste prevention activities. Waste minimisation and re-use rank first on the waste hierarchy and support the Mayor's aim for London to be a 'zero waste city'.

### 2.2 Increasing and improving the capture of unavoidable food waste

The Mayor's ambition is 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. 24 London boroughs collect food waste separately (20 authorities) or as mixed organics (four authorities) from kerbside properties (figure 3), with a small pilot in the Royal Borough of Kensington and Chelsea. The coverage of separate food waste collections from flats, however, is more patchy.



### **2.3 Improving the yield and quality of dry recycling**

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)). 29 London boroughs collect from the kerbside all six main dry materials, LB Redbridge collects all materials from the kerbside except PPT, and LB Barking and Dagenham, Newham and Havering collection all materials from the kerbside except PPT and glass.

In addition to increasing recycling yields, quality of the recyclate is critical, 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 recent changes to available export markets, the quality of material that is sent for recycling is acutely important.

### **2.4 Restricting residual waste**

The London Environment Strategy encourages boroughs to consider a range of measures to restrict residual waste, either through smaller bin containers or changes to collection frequency.

Restricting residual waste is one of the most effective mechanism to increase recycling rates as residents are compelled to consider their waste management choices more prudently.

### **2.5 Commercial Recycling**

To meet the Mayor's 65 percent municipal waste recycling target, the London Environment Strategy encourages waste authorities to identify opportunities to improve their 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").

## **3 Provision of support**

Resource London support (resources and funding) are targeted. Support will only be provided to those authorities able to make the greatest gains and who make a commitment to making changes that are in line with the aims set out in the London Environment Strategy and have a positive impact on driving up recycling rates.

## **4 Delivery – How the programme will be delivered**

To achieve the programme objectives, Resource London will deliver regional, sub-regional and individual authority projects. Project sit on a continuum between physical service change/interventions and behaviour change intervention/activity.

Projects will support the implementation of the London Environment Strategy and will include:

- delivering tested service delivery models/interventions and behavioural change interventions; and
- research and innovation projects that develop expertise and providing innovation to waste authorities to enable progressive service and behaviour change solutions to be implemented.

Where opportunities arise Resource London will partner with other organisations to maximise resources.

Resource London will continue to share its learnings with all London waste authorities through workshops, webinars, dissemination events, toolkits and subject specific surgeries.

In addition to one-to-one support for local authorities, which will be evaluated on case-by-case basis, several key workstream and regional projects are programmed for 2019-20:

### 1. **Reduction and Recycling Plans (RRPs)**

The London Environment Strategy set out a requirement for waste authorities to produce reduction and recycling plans by 2020 which include local reduction and recycling targets that contribute to the Mayor's London-wide targets. Many boroughs began developing their RRP's in 2018-19. Resource London will continue to work collaboratively with each London borough to support them in the developed of their RRP.

### 2. **Flats**

The London Environment Strategy identifies that an intense focus on recycling from flats is needed if the overarching municipal recycling target is going to be achieved. In 2018 Resource London commenced a two year project to find replicable and scalable solutions to increase recycling rates in flats. The project is being delivered as a partnership between Resource London, Peabody Housing Association and six inner London boroughs (Camden, Hackney, Islington, Lambeth, Tower Hamlets, Westminster), testing five resident focussed interventions across 10 estates (plus two control groups). As well as rolling out a 'minimum service standard'.

The minimum standard and interventions were rolled out in September 2018, with the operational phase lasting until end April 2019. Comprehensive post project analysis will be conducted May-June 2019 (replicating analysis conducted May/June 2017). The project will report on its findings in Summer 2019.

Over the first two quarters of 2019-20 Resource London will work with London Boroughs to lay the foundations to prepare for rolling out the main project findings and replicable interventions. Resource London will look for early opportunities to disseminate and implement findings from the flats project, including supporting the adoption of the minimum standard communications.

Further support on the adoption of any successful interventions will be defined over the summer based on the evaluation findings. This could include the further development of the in-home storage solution, including exploring commercial partnerships.

Resource London will also continue to work with Peabody. In 2018 Resource London conducted 132 detailed estate inventories on Peabody estates across eight London

Boroughs. Resource London will support Peabody to deliver improvements on these estates.

To bolster the finding of the Flats project Resource London will also support (including through small amounts of funding, particularly in relation to the evaluation and monitoring) individual London borough flats projects/trials that could add to the understanding of increasing flats recycling.

- **New build** – Resource London want to ensure that sustainable waste management systems are adopted as an integral part of all new purpose built flat developments. This is a process that will require the buy in of a range of stakeholders at all points of the development chain, including architects, developers, planners and central, regional and local government. Through the flats project, Resource London will seek to influence development decisions through the production of a range of tools and learnings, to put recycling and sustainable waste management at the heart of new developments across the capital.

### 3. Contamination

Contamination in the domestic recycling stream is one of the most common issues London local authorities face with their household recycling collection services, affecting both budgets and performance.

Resource London projects with London authorities demonstrated that contamination levels, taken from MRF sampling, can be as high as 40% on some kerbside rounds, although most averaged around 15% (this however hides the true scale of contamination as it excludes rejected loads and uncollected containers).

In 2019-20 Resource London will pilot a ‘contamination hit squad’ as a shared resource for London’s authorities as a cost-effective way to tackle contamination in kerbside domestic recycling collections.

Resource London, working with four pilot authorities (TBC), will centrally manage a team of contamination officers to improve the quality of material collected at the kerbside. Resource London will help to develop the pilot authorities’ contamination policy, which will include a targeted feedback mechanism to residents, then work intensively in high contamination locations (specific rounds and/or wards identified by the authority) to deliver this policy.

The project will be used to develop establish if there is a business case for the establishment of a shared London officer resource to tackle contamination thereby improving quality, value and increasing recycling rates.

LEDNET has committed £20,000 to this project and Resource London will explore opportunities for further funding from the market to deliver the project.

### 4. Domestic rented sector

In 2016, Resource London, in partnership with LEDNET, commissioned a report to investigate the issues relating to recycling and waste management behaviour within the domestic rented sector. However, since that time, due to other work commitments, the outcomes of this work haven't yet been built upon.

Resource London is currently delivering the Peabody flats project, which is addressing the issue of low recycling levels within purpose-built flats (all rented from a social housing landlord) by trialling interventions to increase recycling. One intervention is the use of a tenant pack, which is badged as coming from the landlord. It contains a booklet with information on how to recycle on the estate with useful tips on recycling from home. It was carefully worded to make the tenant feel that they have a duty to recycle – that the landlord expects it from them as being a tenant on that estate.

We will to develop a separate project to address other property types within the domestic rental sector, such as houses of multiple occupation (HMOs) and AirBnB, which, according to reports, two million guests stayed in 64,000 AirBnB London properties between July 1, 2016 and July 1, 2017. This project will link to and build on work programmed by WRAP (for 2019-20) investigating the differences between recycling and waste generation; and service engagement between flats and HMOs resident, and if tailored behaviour change tactics are required.

Two of the key issues relating to recycling rates within these types of properties are the short term / temporary nature of some of the arrangements, leading to difficulty in communicating information and/or the communal nature of some arrangements, leading to a lack of ownership and thus responsibility with their waste. The ethnographic work conducted for the flats across all ownership types highlights that the transient nature of residents actually provides stakeholders such as housing providers and the council an opportunity to engage with the residents.

The project will address both issues by trialling different communication and operational interventions, the exact details of which are still to be determined. The interventions will be developed based on the outcomes of both the domestic rented sector report along with any initial outcomes from the Peabody flats project.

## **5. Commercial waste**

In 2018 Resource London commenced a scheme of work to support these policies. The initial phase of work involved speaking with all 33 boroughs to determine the current level of their commercial waste service provision and, what they see as the largest barriers to increasing their commercial recycling rate. In addition, Resource London spoke with Business Improvement Districts (BIDs) and major London estate owners to discover whether they operate waste consolidation schemes and, the effectiveness of them. Resource London also boosted a desk-based project being delivered by WRAP looking at the viability of commercial waste zoning.

A number of workstreams were identified from this initial research which will support good practice in local authority commercial recycling service provision and business adoption of recycling services, which (in addition to supporting individual authorities and BIDs), will be developed in 2019-20, including (but not limited to):

- Developing London-wide literature / communication toolkit for LA commercial services and BIDs;
- Creation of a standard formal contract / SLA for customers; and
- Establishing good practice sharing networks for LA commercial services and another for BID consolidation schemes;

Resource London will continue to work closely with WRAP on the national commercial waste zoning project so that London activity informs the national work. WRAP colleagues will also feed into Resource London's commercial waste recycling approach. Building on the findings of the commercial waste zoning, Resource London (with WRAP) will investigate the feasibility of establishing a waste consolidation scheme working with a partner group (i.e. Local Authority, business group or a major London estate owner). Whilst these bodies cannot control which waste supplier businesses within their remit use, they have good relationships with their local businesses and/or tenants and could encourage the use of a specific supplier. Estate owners will also potentially be able to put a clause into their tenants' leases as they are renewed around waste management. In central London, a large number of businesses are often either SMEs or small units and so they present their waste in sacks on the street with numerous waste collectors visiting multiple times a day.

The key objectives of the scheme would include:

1. Increasing recycling rates, particularly for SMEs, by providing more flexibility over collection times than the current time-bands do, easing current storage constraints
2. Increasing the pedestrianisation of the area whilst not restricting vital waste collections
3. Improving congestion and air quality by removing excess RCVs (note that some collections will still take place via RCV as there will likely be several bin and/or container customers within the area)

We would intend that this project is developed in such a way that it runs for a number of years to establish it as 'business as usual' and the long-term waste scheme of choice. Implementing this as a long-term project will require solid metrics to be used and reviewed at regular intervals. It is recommended that these include, but are not limited to:

- Volume of waste collected and recycling rate;
- Number of businesses/tenants signed up to the scheme;
- Vehicle movements within the area; and
- Qualitative feedback from businesses/tenants on improvement to the local street scene.

## **6. London Recycles: One bin is Rubbish**

London Recycles will continue to deliver the 'One Bin is Rubbish' behaviour change campaign (launched in November 2017). The campaign uses injunctive 'social norming' messages to target in-home storage as a facilitating condition of behaviour change in the home. The campaign will continue to use a range of channels and partnerships to deliver

target messages and behaviour change. As well as localising the messages working with the 16 target boroughs. Resource London will complete a period of evaluation on year two's (2018-19) activities from March – April 2019, with planning for year three from May – June 2019. A campaign delivery plan which defines the OBIR activity for 2019-20 will be brought to the Resource London Partnership Board for consideration with the target to go-live autumn 2019.

#### **7. Transforming City Food Habits for LIFE (TRiFOCAL) – Small Change, Big Difference**

The TRiFOCAL Project is an EU LIFE-funded project targeting householders, businesses, local communities and schools, which commenced in September 2016 and seeks to encourage three food centric behaviours: healthy and sustainable eating; food waste prevention; and the recycling of unavoidable food waste. The project is being delivered by a partnership of Resource London (WRAP and LWARB) and Groundworks London. In February 2019 the TRiFOCAL project received confirmation of prolongation from the EU extending the project end date to 31 January 2020. In this programme period Resource London will:

- Complete delivery of the regional Small Change, Big Difference behaviour change campaign, including running a series of public cookery workshops;
- Delivering a new wave 4 of localisation activity; and
- Complete project close down, including evaluation of the project impacts, evidence gathering and disseminate the results.

#### **8. European Clothing Action Plan (ECAP) – Love not landfill**

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. As part of this Resource London delivers the 'Love Not Landfill' campaign targeted at 16-24 year old Londoners. It aims to change the behaviour of young Londoners with a clear focus on (a) encouraging them to donate used clothes via bring banks and charity shops to increase textile reuse and recycling, and (b) shopping second-hand to replace some of their new clothing buys. In February 2019 the ECAP project received confirmation of prolongation from the EU extending the project end date to 31 December 2019. In this programme period Resource London will:

- Complete delivery the ECAP actions attributed to Love Not Landfill, including a schools engagement programme and delivery of clothing banks in high profile locations; and
- Complete project close down, including evaluation of the project impacts, evidence gathering and disseminate the results.

In addition to delivery of the ECAP elements, Resource London will explore the feasibility of continuing the Love Not Landfill campaign beyond December 2019 through identifying and developing partnerships with corporates, retailers, educational bodies. A business case will be developed during the first two quarters of 2019-20 and presented for consideration.

## 9. Waste sector

The UK resource and waste sector is currently going through a significant transition, with a number of major changes currently being consulted on, including proposals for: extended producer responsibility (EPR); implementation of a UK deposit return scheme (DRS); greater consistency in household collections; and taxation of virgin plastics. As well as external drives such as the 'Chinese Sword' highlighting the fragility of the UK reprocessing sector. Resource London, working with LWARB's Circular London programme and other stakeholders will have a role in helping London prepare and adapt to these changes.

## 5 Income

Resource London is jointly funded by LWARB and WRAP. For 2019-20: LWARB has committed £1,833 million plus a rollover of £0.6 million from 2018-19; WRAP has committed £0.5 million.

In addition to its core funding, Resource London is also in receipt of match funding from two EU Life projects – TRIFOCAL and ECAP<sup>2</sup>.

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<sup>2</sup> Subject to approval from the EU Life Programme

Table 1: Resource London income 2019-20

	<b>2019/20 (£1000s)</b>
<b>LWARB</b>	2,434
<b>WRAP</b>	500
<b>EU Life (TRiFOCAL)**</b>	410*
<b>EU Life (ECAP)</b>	36
<b>Total</b>	<b>3,760</b>

\* Includes LWARB and WRAP EU Life match.

## 6 Budget

The 2019-20 Resource London programme budget is £3.76 million\* (inclusive of staffing, administration and delivery).

The below table sets out the budget allocation by Delivery Area for 2019-20.

Table 2: Indicative Resource London budget project allocation for 2018-19

	Allocation (£'000)	Percentage of Total
<b>Regional service projects</b>	1150	30%
Flats	790*	21%
Contamination	240	6%
Domestic rented sector	70	2%
Direct service support (incl. RRP's)	200	5%
Commercial recycling	100	3%
London Recycles (incl. PR)	680	18%
Love Not Landfill	50	1%
ECAP	60	2%
TRIFOCAL	780**	20%
Sundries (incl. digital hosting costs)	30	1%
Staff and overheads	730	19%
<b>Total</b>	<b>3760</b>	

\* Due to the reporting period for the flat pilot the wider role out and therefor majority of the spend is scheduled for the last half of quarter 3 and quarter 4.

\*\* £250,000 of the TRIFOCAL budget is pre-committed grant agreements with the boroughs with is held in LWARB reserve accounts but not yet classed as spent.

Projects have different levels of resource intensity. Resource London does not apportion officer time to project areas. The above allocations therefore relate to budget available for external expenditure. Spend will be fluid throughout the year on all work-streams 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.

## 7 Evaluation of programme performance

The primary mechanism for measuring the programme performance is WasteDataFlow (WDF). The WDF returns for 2014-15 (released in December 2015) provided the baseline for the Resource London programme.

## 8 Resourcing

### 8.1 The Partnership Board

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

LWARB – Cllr Clyde Loakes (chair)

LWARB – Cllr Feryal Demirci

WRAP – Peter Maddox – WRAP

Chief Executives London Committee (CELC) – TBC; and

London Environment Directors' Network (LEDNET) – Victoria Lawson.

In addition there are two non-voting observers from the GLA and London Councils.

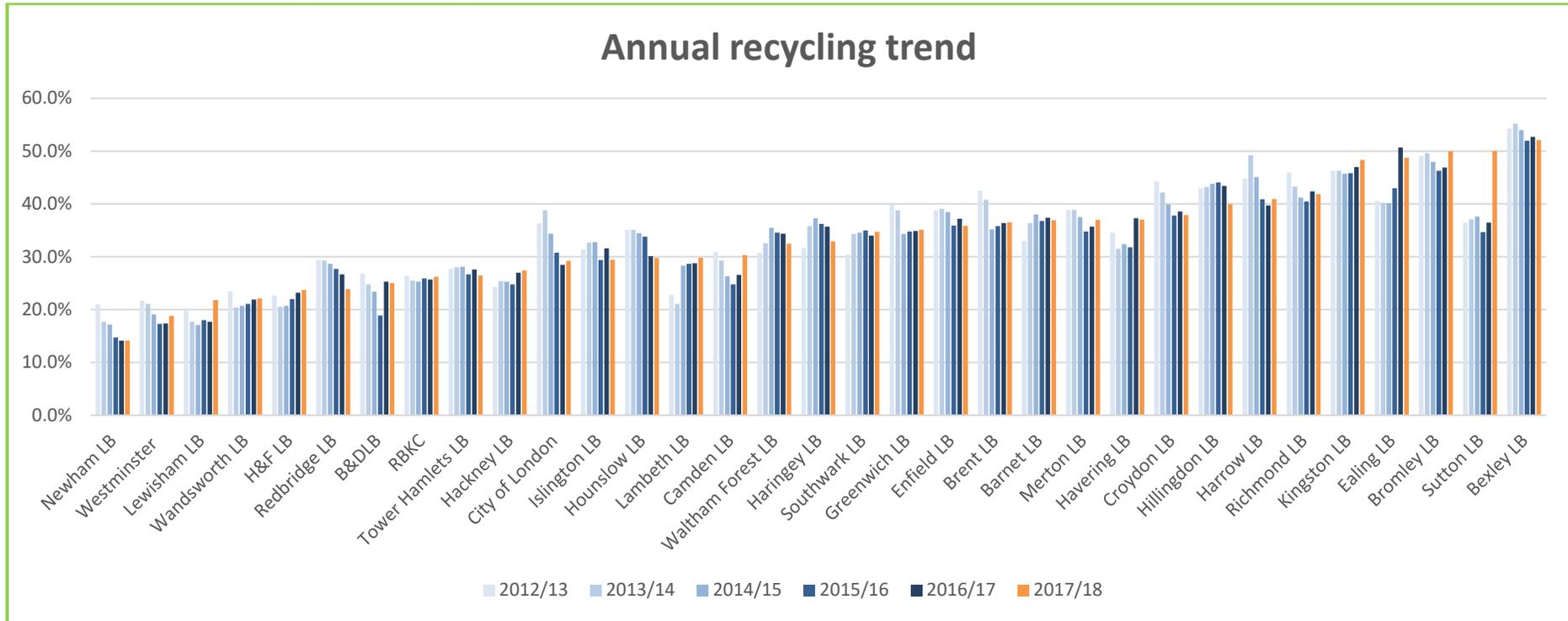
### 8.2 Programme staffing

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

- Head of Programme: Antony Buchan
- Local Authority Support Managers: Beverley Simonson  
Cathy Cook  
Gemma Scott
- Head of Communications and Behaviour Change Ali Moore
  - Communication and campaigns officer Violetta Lynch
  - Communication and campaigns officer Hannah Carter (ECAP)
  - Communication and campaigns officer Kirsty Ainsworth (TRIFOVAL)
  - Communications and campaigns support officer Oliva Shaw
- Project Manager – TRiFOVAL Katherine Fox  
(employed by WRAP)
- Communications project manager – TRiFOVAL Sally Hollyhead (0.5 FTE)  
(employed by WRAP)

In addition to a small core team, specialist services are provided through WRAP.

## Appendix 1: Borough recycling performance



## Appendix 2: Resource London KPIs

<b>KPI 1a: Levels of recycling (local authority collected waste)</b>	
<b>Objective</b>	Contribute to an increase in the amount of London's local authority collected waste that is recycled
<b>Indicator</b>	Recycling rate
<b>KPI 1b: Levels of recycling (household waste)</b>	
<b>Objective</b>	Contribute to an increase the amount of London's household waste recycled
<b>Indicator</b>	Recycling rate
<b>KPI 2: Greenhouse gas emissions</b>	
<b>Objective</b>	Help London authorities contribute to meeting the Mayor's Emissions Performance Standard (EPS) through better management of waste
<b>Indicator</b>	CO <sub>2</sub> equivalent emissions
<b>KPI 3: Waste sent to landfill</b>	
<b>Objective</b>	Reduce the amount of London's waste being send to landfill
<b>Indicator</b>	Average kg per household of waste collected in London by local authorities and sent to landfill
<b>KPI 4a: Organic waste recycling</b>	
<b>Objective</b>	Increase the amount of London's organic waste sent for recycling
<b>Indicator</b>	Kg per household sent for recycling
<b>KPI 4b: Food waste recycling</b>	
<b>Objective</b>	Increase the amount of London's food waste sent for recycling
<b>Indicator</b>	Kg per household sent for recycling
<b>KPI 5: Household waste collected</b>	
<b>Objective</b>	Decrease the amount of household waste collected in London
<b>Indicator</b>	Total kg per household of household waste collected by London Boroughs
<b>KPI 6: Quality of recyclate</b>	
<b>Objective</b>	To decrease the amount of contamination in co-mingled local authority collected recyclate sent to materials facilities (MFs)
<b>Indicator</b>	Average percentage of contamination in recyclate, by material

<b>KPI 7: Commercial waste recycling</b>	
<b>Objective</b>	Increase the proportion of commercial waste recycled by local authorities, of that collected
<b>Indicator</b>	% of collected trade waste recycled
<b>KPI 8: Recycling and reuse at HWRCs</b>	
<b>Objective</b>	Increase the amount of waste collected for recycling and reuse at HWRCs
<b>Indicator</b>	Tonnage of waste collected