

BUSINESS PLAN 2018-2020



LWARB

London Waste and Recycling Board

MARCH 2018

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FOREWORD



The LWARB board held its first meeting 10 years ago this September. LWARB's programmes and focus have evolved and changed significantly over that period. In LWARB's first business plan the focus was on the delivery of waste infrastructure, with LWARB supporting the delivery of anaerobic digestion capacity and plastics reprocessing. Today the focus is very much on working with the public and private sector to increase recycling and to reduce waste through the support of circular economy business models – helping to deliver the strategy set out by the Mayor in his London Environment Strategy (LES). We expect a final version of the LES later this year, and LWARB will adapt its plans to ensure it acts in accordance with it. The Resource London programme plan, which should be read with this business plan, contains additional actions designed to support the delivery of the LES and the addition of a new member of the team to help increase commercial waste recycling.

LWARB will need to consider its role at the end of this business plan period and indeed we have started to think about the role of LWARB from 2020 – 2025. We have begun engaging with stakeholders to discuss their views on the future shape of LWARB, and we will continue to engage throughout the year.

LWARB does not currently receive any grant funding from the Government, and we need to take this into account in our programmes. LWARB will carefully consider how to allocate the limited funds it has

available. This means, for example, that LWARB will target support where it can be most effective. Resource London will only provide free support to those local authorities where big increases in recycling can be made – other local authorities will need to pay for support.

After 10 years at City Hall and London Fire Brigade HQ, we feel that it is time to find a new home for LWARB. We will relocate this year and in our new home we will develop a series of pilot circular economy collaborative projects with corporate partners – linking them up to London's dynamic start-up and SME community and leveraging public and private funds. We hope that by working with a range of partners to diversify, select and amplify success, we can find 'leverage points'¹ – interventions where small changes in one thing can lead to big changes in everything. LWARB's new home will be the first phase in the development of an innovation hub to help develop circular economy start-ups and build a community of circular economy organisations.

London has the potential to be one of the most circular cities in the world – one that others look to for inspiration. I am keen to ensure that LWARB plays its part in helping achieve that ambition.

Dr Liz Goodwin OBE

Chair, London Waste and Recycling Board

1. As referenced in Doughnut Economics, Kate Raworth

EXECUTIVE SUMMARY



Statutory context

The London Waste and Recycling Board (LWARB) was established under the Greater London Authority Act 2007. The LWARB Order 2008 sets out certain administrative and governance requirements including the requirement that LWARB produce a Business Plan by 31 March each year, setting out its priorities.

LWARB must act in accordance with the provisions of the London Environment Strategy dealing with municipal waste management and act in general conformity with the London Plan so far as relating to the collection, treatment and disposal of waste.

Both the London Plan and the London Environment Strategy have been published in draft and are due to be published in final form later this year. LWARB is working with the GLA, providing technical help where appropriate. LWARB will remain flexible so that it can meet the needs of these new strategies, changing course during the year if necessary.

Business plan layout

This Business Plan describes what LWARB is looking to achieve and the programmes that LWARB will offer to meet these aspirations.

Each programme area provides a budget overview that shows LWARB funds and externally sourced funding for each work stream within the programme. Total LWARB expenditure and gross programme expenditure (including all external funds) is detailed at the end of the document.

Funding overview

LWARB is budgeting for the period 1 April 2018

– 31 March 2020. The total amount of LWARB budget available for this period is £16.5 million. Together with external funding from the EU, WRAP and the private sector, this provides an anticipated gross programme expenditure of £42.5 million. LWARB will review available budget against the programmes identified in this Business Plan on an annual basis.

Key Performance Indicators

A comprehensive set of KPIs has been developed for the Resource London programme. KPIs for Advance London's business support programme are set out in the funding agreement with the European Union ERDF programme. KPIs will be developed for the investment work stream as the programme develops. LWARB has commissioned work to develop a KPI to measure London's circularity, which will be used to assess the impact of LWARB's circular economy activity.

All LWARB programmes will be measured for their CO₂, waste recycling and waste avoidance impact. An impact report will be published this year.

In all of its activity, LWARB will seek to support and invest in technologies and businesses that also improve London's air quality.

Service offerings

LWARB's programmes fall into three principal areas:

1. Resource London

London waste authority support delivered through LWARB's partnership with WRAP to help reduce the city's waste footprint and increase recycling to get back on track to achieve 65% municipal waste

recycling by 2030. The programme aims to do this by maximising the impact of the support provided by focusing on those boroughs which have the greatest improvements to make and that are able to introduce measures to: i) minimise the amount of waste produced and maximise re-use; ii) increase and improve the capture of unavoidable food waste; iii) improve the yield and quality of dry recycling; and iv) restrict residual waste. There will be an additional focus on promoting commercial waste recycling (including food), working with the waste industry, boroughs and business support organisations (such as business improvement districts).

2. Advance London

Business support programme, comprising i) investment – provision of funding to enable the development of businesses that use circular

economy business models; and the phased development of an ‘innovation hub’ to accelerate and incubate circular economy start ups responding to specific challenges set by government and business; and ii) circular economy business support – provision of a programme, part funded by the EU, aimed at supporting businesses to develop or scale up circular economy business models.

3. Circular London

A programme building upon LWARB’s Circular Economy Route Map, by developing collaborative circular economy demonstrator projects, a virtual circular economy community, and content aimed at disseminating the best of circular economy thinking and leadership in London. The programme also facilitates circular economy policy development and guidance in the city.



WHAT IS LWARB SETTING OUT TO ACHIEVE?



LWARB is required to act in accordance with the provisions of the London Environment Strategy dealing with municipal waste management and in general conformity with the London Plan.

Objectives and goals

LWARB's objectives are:

- a) The production of less waste;
- b) An increase in the proportion of waste that is re-used or recycled;
- c) The use of methods of collection, treatment and disposal of waste that are more beneficial to the environment.

These objectives are supported by the following secondary goals:

- Accelerate, promote and develop a circular economy in London;
- Work with citizens and stakeholders to regard unavoidable waste as an opportunity to create

jobs in re-use, repair, remanufacturing and materials innovation;

- Reinvigorate recycling in London;
- Create a collaborative working environment with key stakeholders (including²: the Government, the London boroughs and the City of London, Statutory Joint Waste Disposal Authorities (WDAs), the Greater London Authority (GLA), waste management companies and reprocessors, private sector financiers, feedstock providers, energy producers and users, and the third sector);
- Deliver a 'London Solution' for waste management through the delivery of a minimum recycling offer for London, promotion of joint working, and promotion of shared services;
- Support the delivery of the provisions of the London Environment Strategy dealing with municipal waste management and the London Plan.



2. List not exhaustive

RESOURCE LONDON

Resource London is the London waste authority support programme established in April 2015 as a jointly funded partnership between LWARB and WRAP³. 2018–19 will be the fourth year of the five year programme.



3. WRAP is the Government's resource efficiency body.

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

Resource London will continue to have a primary focus on supporting London's waste authorities to drive up household recycling rates. However, for its final two programme periods (to March 2020), there will be an additional focus on promoting commercial waste recycling (including food).

The Resource London programme is managed through a Partnership Board and has an annual Programme Delivery Plan, that contains a detailed work programme and budget. The Delivery Plan should be considered part of the LWARB Business Plan and is available at www.resourcelondon.org/who-we-are/programme-plan.

Context and achievements to date

Since it was established, Resource London has provided support in some form to all 38 London waste authorities, with bespoke support provided to over three quarters. This support comprises both advice and funding, and includes: residual restriction roll-out; the introduction of new food waste services; bespoke support to tackle contamination; targeted projects to boost food waste recycling in existing services; and joint procurement, innovation and research.

Case study 1 – tackling contamination

With contamination an acute issue for all London boroughs, improving the 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. Responding to this, Resource London, in partnership with LEDNET, developed a toolkit to aid boroughs to assess the true cost for them when contamination occurs in the domestic recycle stream. Building on the toolkit, Resource London intensively supported four London boroughs to work through a 'contamination service review' to identify where and why contamination was occurring in the supply chain. Support (advice and funding) was then provided to deliver a range of conventional and innovative interventions, with impacts closely monitored. Evaluation of the four pilot projects has shown reduced contamination and a number of key learnings have been identified. The next phase is to share these insights across London.

Case study 2 – restricted residual service communications

In the last two years a number of London boroughs have introduced service changes to restrict residual waste (either by containment or frequency). In order to support the five boroughs who were in the process of considering or delivering restricted residual service changes, in 2017 Resource London worked with Camden, Hounslow, Lewisham, Sutton and Waltham Forest, to create tested messages and materials to communicate these changes to residents. Building on research which had taken place earlier in the year with Hounslow and Ealing residents, wider research was

conducted into householders’ attitudes to recycling, waste prevention and their local council services. These insights then informed the development of easy-to-use, adaptable communications materials across a wide range of formats, to support service change roll-out. This was the first time a set of fully tested materials had been created for similar service changes in the UK, and they have since been used to great effect with Lewisham, Hounslow, Sutton and Camden. Detailed research following Sutton’s service change shows that, despite some mobilisation issues with the service itself, the communications were well received and understood by residents across the borough.

Resource London budget

Resource London is jointly funded by LWARB

and WRAP. LWARB has committed £3.966 million to Resource London between 2018 – 20.

WRAP has a stated ambition to contribute to Resource London year on year, however due to the way WRAP is funded from central government, the amount of financial support is agreed on an annual basis. £550,000 of in-kind funding is agreed for 2018/19.

In addition to its core funding, Resource London is also in receipt of match funding from two EU Life projects – TRiFOCAL and ECAP.

Resource London KPIs

The programme has established eight KPIs and these are detailed in the Programme Delivery Plan which is available at www.resourceLondon.org/who-we-are/programme-plan.

Resource London budget 2018 – 20	2018/19 (£1000s)	2019/20 (£1000s)	Total (£1000s)
LWARB	2,133	1,833	3,966
WRAP*	550	500	1,050
EU Life (Trifocal)	318	175	493
EU Life (ECAP)	90		90
Total	3,091	2,508	5,599

* WRAP’s funding is agreed annually, for budgeting purposes this represents a continued aspiration to financially support Resource London. The figure for 2018/19 is likely to increase.

ADVANCE LONDON

Advance London provides comprehensive investment and business support to small and medium-sized enterprises that want to grow their circular economy businesses or transition to a circular economy business model.



Advance London investment

LWARB's investment activity is designed to complement the Resource London and Circular London programmes, by providing structured capital to help stimulate and grow businesses with solutions to the waste challenges evident in the city.

Advance London objectives

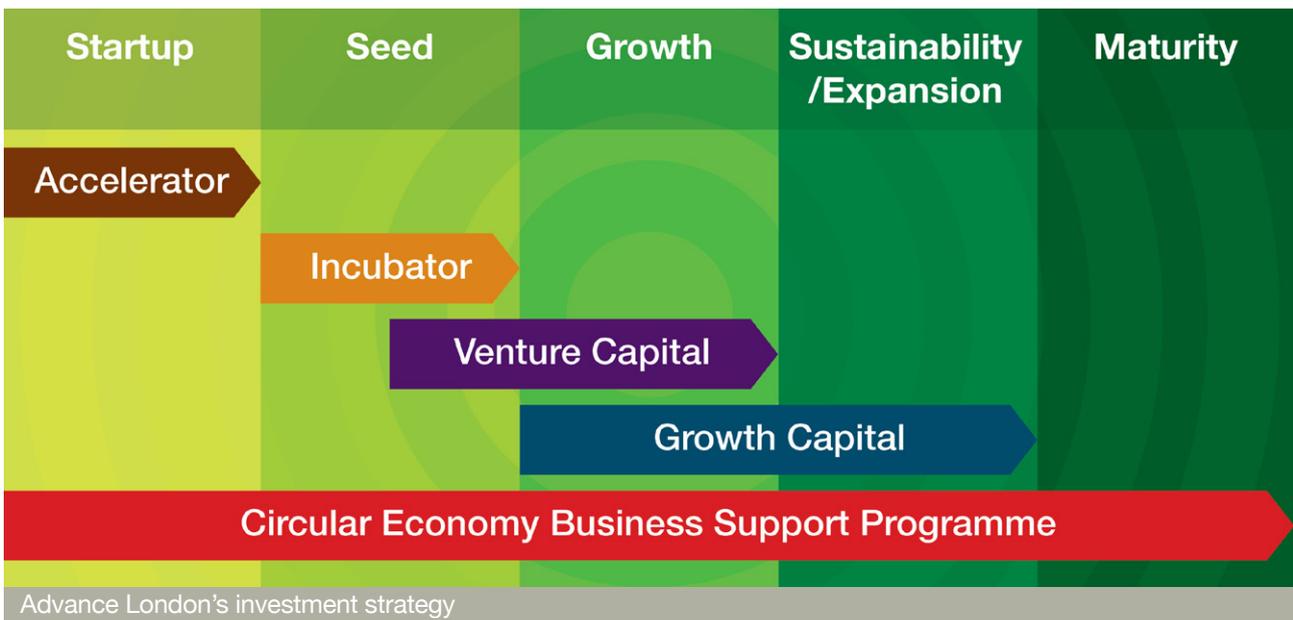
The main objectives of LWARB's investment strategy are as follows:

- **helping reduce and eliminate waste within London** through increased resource efficiency and greater recycling of materials;
- **reducing pollutants** (including air quality pollutants) and contributing to development of **a zero carbon city** by making better use of the existing assets and infrastructure within the city and leveraging technology innovation;
- **creating jobs** through developing new business models and revenue streams from wasteproducts and circular technologies, with the potential to add significant GDP to London's economy;
- **helping foster valuable collaboration** between key stakeholders within London, including start-ups, SMEs, corporates, investors, advisors, academia and the public sector;
- **creating new innovation** that can help solve some of the entrenched waste management issues within the city; and
- **generating financial returns for LWARB** to recycle into future programmes.

Context and achievements to date

Since it was established, LWARB has deployed £42 million into waste infrastructure projects and social enterprises in London, ranging from anaerobic digestion facilities to plastics reprocessing plants and re-use initiatives. The presence of LWARB as an investor has allowed marginal projects to be delivered, filling an investment gap that the private sector was unable to meet in entirety – a total of £111m of private sector investment was leveraged in to these projects demonstrating the 'multiplier' effect that public sector intervention, on commercial terms, can deliver. The investments have contributed to wider environmental and social benefits as follows:

- Reduction of c.150,000 tonnes of CO₂ produced per annum;
- Diversion of 250,000 tonnes annually of waste from landfill (based on fully operational plants);
- Creation of c.160 additional jobs to date.



2018 – 2020 Investment Strategy

Recognising that greater emphasis needs to be placed on designing out waste, our current investment strategy has shifted focus towards helping stimulate growth of startups and SMEs operating in the wider circular economy, that have the potential to significantly impact on the waste challenges in London.

Over the business plan period, LWARB will focus on investing, alongside private sector partners, in businesses looking to develop or scale up circular business models. LWARB will prioritise investing through fund intermediaries in order to maximise impact across as wide a range of businesses as possible, spreading risk both in volume and sector terms.

The investment strategy seeks to provide support to SMEs of all sizes and at different stages of their lifecycle, from start-up through to maturity – at which point access to private sector investment capacity is widely available. A key feature is that each programme is designed as a partnership, leveraging a unique position to help shape London's circular economy policy landscape and to draw in corporate, academic and other public bodies who have a vested interest in creating economic value and developing a more circular ecosystem within the capital.

We have already made great progress in delivering this strategy. During the past 12 months we have:

- Launched our Advance London Business Support programme, partly funded by ERDF, which offers hands-on business model and technical advice to those SMEs looking to either adopt or scale up a circular business model;
- Seeded a small circular economy and clean tech accelerator programme managed by Sustainable Ventures; and
- Invested in the world's first dedicated circular economy private equity fund, Circularity Capital (see case studies below for more detail).

Areas of focus for 2018/19

Circular London expects to launch a collaboration and innovation hub, a platform to curate and develop promising, scalable new circular economy innovations. We are in the process of designing the platform, putting in place the necessary resources and engaging corporate partner support. In addition, we anticipate launching a Venture Capital fund, in partnership with the GLA, that will provide investment into high growth London-based circular economy SMEs.

Advance London – Business Support

LWARB's Business Support programme has a further 2 years to run and will build on the strong brand already established in London. The team expects to work with 30 – 40 SMEs each year and will be targeting those businesses that can deliver new jobs and products/services within the circular economy.



Library of Things

Case Study 3: Circularity Capital

2017 saw the first close of a new dedicated circular economy private equity fund, managed by Circularity Capital, a team of experienced investors. LWARB was one of the first investors to commit to the fund, which is seeking growth capital opportunities across Western and Northern Europe. The fund invests in innovative, market leading businesses that create value from a clearly defined range of circular activities including, Waste to Product, Product to Product, Product as a Service, Enabling Data Solutions and Circular Design. The first investment has recently been concluded, into Winnow Solutions, a London-based business that provides smart technology to help professional kitchens reduce food waste.



Case Study 4: We Buy Your Buggy

We Buy Your Buggy (WBYYB) is a London-based company that buys no longer wanted prams. Zarina Osman founded We Buy Your Buggy in 2016 along with sister company Buggy Revival (a dedicated online store for selling used and refurbished prams and pram accessories). As a mother, Zarina saw first-hand the unnecessary short life of baby equipment and in particular prams and wanted to do something about it. The two companies work

in unison and are committed to creating a culture of less waste by giving prams a new lease of life when they are no longer needed or wanted by their owners.

With her strong sustainability values and commitment to creating a circular economy, Zarina saw the opportunity in leasing buggies in addition to selling them. To help understand if adopting a leasing model would make business sense, Zarina came to Advance London for their advisory support.

The Advance London team is currently completing a feasibility study to assess the various considerations and factors WBYYB should take on board before implementing the leasing model, such as assessing WBYYB's competitive position within the baby equipment market and developing a financial model for leasing prams. As a result of this work, Zarina will have the right knowledge and tools to launch a pilot leasing scheme.

Case Study 5: Library Of Things

Library of Things is an SME that lends out household items ('Things') like drills, strimmers and waffle makers via community spaces like libraries and housing estates. Borrowers attend events like DIY classes and mending meet-ups, and can train as volunteers who repair items and share skills. Library of Things is on a mission to make borrowing better than buying – more affordable, more convenient and more socially rewarding. This

means the user experience needs to be seamless. Up to now the SME has mainly lent Things in their original product packaging, generally intended for single use (cardboard or plastic), which deteriorates and is not always easy to transport without a car. As it expands to new locations, Library of Things wants to develop a cost-effective, quick, easily iterative, resilient packaging solution for transporting Things to and from the Library for repeat borrowing.

Realising this is a wider challenge facing circular economy business models incorporating sharing and re-use, Advance London suggested hosting an ideation workshop ('packhack') to discuss the problem and collaboratively explore solutions. Along with key supply chain players – from

designers to think tanks, from e-commerce companies to large logistics corporates – Library of Things looked at learnings since start-up as a basis for solutions to its packaging challenges. Prototypes developed at the workshop have since been taken to a design agency to work up, and small-scale local manufacturers will be asked to explore production feasibility before options are tested and refined in April 2018.

“Advance London helped us access a network of people that we otherwise would have struggled to bring together. Having circular economy/ packaging experts from large corporates at the event for example not only gave the event credibility, it also gave us connections who now want to continue to support and fund us.”

Advance London budget 2018 – 20	2018/19 (£1000s)	2019/20 (£1000s)	Total (£1000s)
LWARB	7,300	900	8,200
EU (ERDF)	217	142	359
Other	7,500	700	8,200
Total	15,017	1,742	16,759

CIRCULAR LONDON

The Circular London programme brings together wider stakeholder engagement, collaboration and demonstration activity to accelerate the city's adoption of a circular economy. This work is co-ordinated through the delivery of London's circular economy route map.



Context and achievements to date

The circular economy route map was published in June 2017 to engage and facilitate action by London stakeholders including SMEs, large businesses, public sector, academia and voluntary sector organisations. The route map identifies five focus areas – built environment, food, textiles, electricals and plastics. LWARB has taken the lead on 20 of the 100 actions in the route map, that form a core part of our Circular London programme for the period of this business plan. LWARB will continue to encourage stakeholders to lead on other actions from the route map and review progress annually.

Circular London objectives

Communications

We will:

- Work to disseminate circular economy thinking and promote the work of LWARB and London. At a national and international level, the Circular London programme has good working relationships with the Ellen MacArthur Foundation, C40 and UN Environment, and will continue to develop these relationships to help achieve this objective.
- Launch a virtual circular economy hub, bringing London's circular economy actors together and providing information to help them accelerate the circular economy in London. We will develop a programme of blogs, podcasts, and thought leadership;
- Deliver a programme of events that supports the work of the virtual hub;
- Develop a set of city-wide metrics (KPIs) that capture progress towards a more circular city.

Policy and procurement

- Define and quantify the role of circular economy in reducing carbon emissions;
- Continue to work with colleagues at the GLA to embed circular economy in appropriate policies and guidance;
- Continue to work with other European cities and regions to share good practice on circular economy policy and evidence base through the EU CircE project;
- Engage London boroughs with the circular economy agenda and benefits through the development of the circular economy champions programme.

Demonstrators

- Develop a pipeline of collaboration opportunities for stakeholders in London to demonstrate circular economy activity across the five focus areas, with a particular emphasis on working with large corporates to develop projects with the potential to scale up;
- Capture case studies and data from demonstrators to ensure learning across the city and beyond.

Case study 6 – Policy development

The Circular London team are working closely with colleagues at the GLA to share evidence and case studies showing the role circular economy can play in delivering 'good growth'. Relevant input has been made into the London Environment Strategy and the London Plan, which includes a requirement for referable developments to complete a circular economy statement. The team are now planning to work with industry representatives as well as the

Mayor’s Design Advocates to write guidance for developers on how to effectively complete this statement.

Case Study 7 – Circular Office campaign

The Circular London team, working in partnership with Business in the Community (BiTC), is delivering London pilots of the BiTC’s Circular Office campaign. Together with Advance London, the team has brought together SMEs who offer relevant products and services with corporates who are looking to use remanufactured furniture and IT and consider food waste in their offices. Since every company in London has an office this is an element of circularity which is relevant to the whole business community.

Circular London budget

The table below sets out LWARB’s Circular London

budget, which covers staff costs including: a new part-funded EU post to help deliver policy support; additional resources for the collaboration hub; continued membership of the Ellen MacArthur Foundation; and the delivery of practical demonstration projects in the areas of built environment, food, textiles, electricals and plastics. Circular London will seek to achieve match funding or better in the delivery programme.

Circular London KPIs

There is currently no standard accepted way of measuring the development of the circular economy. LWARB will conduct research on the development of a set of KPIs that can do this using available data. LWARB will work with the Ellen MacArthur Foundation and cities working on circular economy to develop a set of consistent metrics that can be used for the purpose of measuring progress in this area in the longer term.

Circular London budget 2018 – 20	2018/19 (£1000s)	2019/20 (£1000s)	Total (£1000s)
LWARB	300	300	600
Interreg funding – CircE project	65	43	108
EU Life (ECAP)	44		44
Total	409	343	752

FUNDING & FINANCIAL PLAN



LWARB is budgeting for the period 1 April 2018 – 31 March 2020. The total amount of LWARB budget available for this period is £16.5 million, comprising carry forward of unspent funds, released commitments and recovered funds from previously invested projects, repayments to the efficiency review fund, and repayments of interest and principal from loans. Together with external funding from the EU, WRAP and the private sector, this provides a gross programme expenditure of £42.5 million.

Returns from LWARB investments and repayable ‘no win no fee’ service offerings will continue to accrue over this period. Due to their uncertain nature, they have not been included in the LWARB expenditure budget, but will form the core of funding for LWARB’s business plan for 2020 onwards.

LWARB will work with the Mayor and London Councils to continue to discuss funding opportunities with Government.

LWARB overheads

LWARB Office Move

LWARB will relocate in September 2018. We are looking for space that we can expand into, with the aim of developing a collaboration and innovation hub in phases over the next two years. Ultimately we would like the new space to showcase LWARB

and the circular economy and be a focal point for circular economy activity in London.

The finance plan below makes provision for additional accommodation costs plus refurbishment costs. We expect that, over the period to 2020, the new space will provide opportunities to generate income. LWARB will establish a company to manage the new space and receive any income.

Training and HR

LWARB staff complement has risen due to the successful application of EU funding. A training budget of £20,000 per year has been set to help with staff professional development. Additional outsourced HR services may be required to assist with specific staff issues.

New roles

A new commercial waste business manager will be employed in the Resource London programme to help drive up recycling of commercial waste collected by boroughs and the private sector. A new function will need to be created to support the new office.

Allocation of funds

The table overleaf breaks down the proposed gross programme budget for 2018-2020, which includes commitments from external partners. A further table details LWARB’s total expenditure net of any external funding.

Programme expenditure 2018 – 2020 (Gross programme expenditure including partnership income contributions)	2018/19 (£1000s)	2019/20 (£1000s)
Partnership income		
ERDF (Advance London funding)	217	142
GLA (contribution to LGF II)	7,000	
Trifocal (local authority support funding)	318	175
European clothing action plan funding	134	
WRAP (local authority support funding)*	550	500
CirCE (European circular economy funding)	65	43
Circularity Capital 3 rd party investment	7,400	8,301
Circular Economy Accelerator match funding**	500	700
Total Partnership Income	16,185	9,861
Advance London		
London Green Fund II***	- 14,000	
Circular Economy accelerator	- 800	- 1,600
Circular Economy growth fund	- 8,000	- 8,974
Business consultancy support	-434	- 283
Total Advance London	- 23,234	- 10,857
Resource London	- 3,091	- 2,508
Circular London	- 409	- 343
Programme professional fees	- 75	- 75
Overheads		
Serviced accommodation	- 485	- 275
Staff costs****	- 500	- 500
Professional fees	- 20	- 20
Training	- 20	- 20
Other overheads	- 50	- 50
Total overheads	- 1,075	- 865
Total spend	- 27,885	- 14,649

* WRAP contribution agreed on annual basis dependent on DEFRA/WRAP settlement. ** Accelerator match funding will be sought in 2018/19

*** Anticipated that the £14m will be leveraged with further external funds. **** Core staff costs – excludes dedicated Resource London, Advance London and Circular economy staff, whose costs are included in relevant programme budget lines.

LWARB expenditure 2018 – 2020 (LWARB spend excluding partnership contributions)	2018/19 (£1000s)	2019/20 (£1000s)
Advance London		
London Green Fund II	- 7,000	
Circular Economy Accelerator	- 300	- 900
Circularity Capital growth fund	- 600	- 673
Business Consultancy Support	- 217	- 142
Total Advance London	- 8,117	- 1,715
Resource London	- 2,133	- 1,833
Circular London	- 300	- 300
Programme professional fees	- 75	- 75
Overheads		
Serviced accomodation	- 485	- 275
Staff costs*	- 500	- 500
Professional fees	- 20	- 20
Training	- 20	- 20
Other overheads	- 50	- 50
Total overheads	- 1,075	- 865
Total spend	- 11,700	- 4,788

* Core staff costs - excludes dedicated Resource London, Advance London and Circular economy staff, whose costs are included in relevant programme budget lines.



LWARB

London Waste and Recycling Board