A. Profile of the Initiative

<table>
<thead>
<tr>
<th>Geographic Region (Please select and tick one):</th>
<th>Africa</th>
<th>Asia-Pacific</th>
<th>East Europe</th>
<th>Latin America and Caribbean</th>
<th>Western Europe and Others</th>
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</thead>
</table>

Name of Country/Region: United Kingdom
Name of City/Local Authority: Brighton and Hove City Council
Name of Organization: Freegle

Title, name and position of person(s) submitting:

Basic City Data (please use data from the UN Statistical Office):
- Population size: 281,100
- Population growth rate: .98%/year
- Surface Area: 34 square miles
- Population Density: 9,050 per square mile
- GDP per capita: 2012 the GVA of the Brighton & Hove economy was £20,712 per head. this compares to £23,221 across the South east and £21,674 in the UK overall

GINI Index:

Main source of prosperity (e.g. industry, trade, tourism, creative industry, etc.)
Services, digital, entertainment and tourism
Other: (please specify)

URL/Webpage of your city: https://www.visitbrighton.com/
URL/Webpage of your initiative: we do not have one, please see case study here: https://policytransfer.metropolis.org/case-studies/the-city-of-brighton--hove-reuse-model

B. Title and Abstract
For a large integrated initiative, please consider submitting up to three initiatives under the same title. For example, you may wish to submit under “Low-carbon urban development for My City” an initiative on public transport, an initiative on energy efficiency in buildings, and an initiative on use of renewable energy.
<table>
<thead>
<tr>
<th>Title or Tagline of the initiative (25 words max.):</th>
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<tbody>
<tr>
<td>Kings House Reuse Project: maximizing resources, reducing waste and supporting citizens through cross-sector partnership</td>
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<table>
<thead>
<tr>
<th>Sub-Title: (optional in the case of submitting separate initiatives under the same title):</th>
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<table>
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<tr>
<th>Start date of the initiative:</th>
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<tr>
<td>January 2016</td>
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<table>
<thead>
<tr>
<th>End date of the initiative (Please note that your initiative should have been completed in 2016 or should still be ongoing. If it is an ongoing initiative, please write down the tentative end date):</th>
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<tbody>
<tr>
<td>May 2017</td>
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<tr>
<th>Thematic areas (please tick as appropriate):</th>
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<tr>
<td>xSocial</td>
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<td>xEconomic</td>
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<td>xEnvironmental</td>
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<td>Governance/Management</td>
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<tr>
<td>Technology</td>
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<tr>
<td>Other (please specify):</td>
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<tr>
<th>Abstract/Short description of the innovative initiative being submitted for Award (150 words max):</th>
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C. Background Information

Describe the legislative or policy framework under which the initiative is taking place, for example, a public policy document at the central or local government level, a policy statement, a covenant, a compact or internationally recognized agreement including, for example, the Sustainable Development Goals, and/or the New Urban Agenda (80 words max)

The EU Waste Preventive Directive (2013)  

SDGs: 9,11,12,13 and 17

One Planet Living City Action Plan  
https://www.brighton-hove.gov.uk/content/environment/sustainability-city/city-sustainability-action-plan

Brighton and Hove City Council Workstyles programme  
https://present.brighton-hove.gov.uk/mgDecisionDetails.aspx?Id=37952&Opt=1
D. Summary of the origins of the initiative:

Describe what sparked the initiative and how the initiative came about and what challenges or issues of sustainable development it is meant to address using the following lead questions as your guide. (350 words max)

1. Describe briefly the reason(s) for undertaking the initiative including social, economic, political or cultural challenge(s) or issues confronting the city/region/community. Include where relevant number of people, enterprises or institutions affected.

Brighton and Hove has a very low recycling rate (<30%) compared to national average (45%) due to of old infrastructure, historical political issues, huge tourist influx and a challenging geography, so as a council we wanted to increase our own resourcefulness and not only prove that recycling AND reuse could be increased but also show how circular economy activity could be applied to not only reduce our waste but also benefit our own citizens, small businesses and good causes. To lead by example, on ‘how it could be done’.

The council also has (like all UK councils) has a need to preserve funds wherever possible, reduce outgoings and save money in whatever ways possible. To be able to do that AND support our citizens through giving away our unwanted assets was a true bonus to the cost savings.

2. Describe the goals of the initiative in terms of desired change or outcome and timeframe for achieving the change or outcome (for example, change in policy, strategy, business model, technology, means of implementation, financing arrangements, human development and empowerment, measuring and evaluating progress and impact, etc.).

- Maximise reuse by keeping goods in circulation, supporting partner organisations, charities, businesses and communities both local and internationally
- Change staff behaviour before the move to reduce the total amount of goods presented as waste and to change consumption patterns by demonstrating reuse opportunities to citywide organisations and citizens.
- Create a cheap, simple and non-bureaucratic model for supporting other organisations in the city by offering them our surplus assets.
- Save money for public sector departments such as schools, health sector and Property & Design services
- Support the resilience of community groups and charities, fostering goodwill between the local authority and these other sectors and organisations in the city.
- Develop a legacy for the city by increasing greater capacity, knowledge, and shift towards a circular economy culture.
- Put our corporate ethos of 'collaboration' into reality by partnering with The Brighton Freegle (free online reuse) group that has been run by Cat for over 10 years and has 30,000 local members who reuse about 10 tonnes of goods amongst themselves each month.

3. Describe whether the innovation involves any partnership (public-public, public-private, public-community, etc.) and if yes, who is or was the leading partner(s), the role they each played and whether other parties have benefited or are benefiting from your innovation and how?

This was a public-private-community collaboration. Our creation of reuse manager role for Cat Fletcher enabled us to benefit from the extensive partners she already had in the business, charity and community sectors.

The Reuse Manager’s role involved identifying and facilitating solutions for rehousing and redistributing surplus furniture and equipment, avoiding the items becoming waste. Cat audited the contents of the building, identifying, assessing and cataloguing all unwanted goods which were then prepared for reuse.

Distribution was managed via online and real life networks. The council joined the WARPit online resource redistribution network, partnering with local universities, hospitals, schools, businesses and community groups. The reuse of goods was prioritised in the following order:

1. Reuse within the council
2. Reuse within local public services, charities and community groups
3. Reuse within local businesses and residents
4. International reuse

Prioritising other council services led to further procurement savings and avoided the organisation purchasing new equipment unnecessarily, reducing waste substantially, and ensuring that more staff saw the benefits of the project.

Cat also used her real life networks, notably Brighton Freegle, to engage with organisations and particularly local citizens not active on WARPit. Where goods
couldn't be redistributed locally, we engaged with charities, e.g. the Fonthill Foundation, where we provided supplies to fully kit out pop-up classrooms and libraries to developing countries, adding a substantial, global social value to the project.

Where goods could not be reused, upcycling and re-purposing were prioritized before recycling. Where recycling took place, multi-material goods were totally dismantled to maximize quality and quantity of recycling. Only truly putrid, unrecyclable, reusable things were sent to waste to energy facility (less than 3% of total discards).

It's not always possible to reuse goods for their original purpose, so often innovative solutions had to be found to avoid items going to landfill. An example of this is the investment pack to produce sunglasses from high density office plastic (Kings House had thousands of unwanted plastic, unrecyclable paper-in-trays). The prototype has replaceable arms, meaning that broken or unwanted pairs can be returned to the supplier for repair and redistribution. All the work will be locally done and be part of the city’s circular economy, showing how the project helped develop a sustainable and transferable business model.

4. Describe the resources used for implementing the initiative, including funding/financing strategy or arrangements and any significant contributions that are not in cash, for example, in human, technical or managerial resources.

The Reuse Manager post was accounted for in the wider project’s business case for clearing Kings House and redeveloping Hove Town Hall. The contract was worth approximately £25k out of an overall budget of £15.6M. In the context of this scale the work represents true value for money.

The council entrusted Cat to pull in extra resources, including 50 volunteers to manually handle and sort goods; artists, designers and innovators to upcycle un-reusable materials and create new products; to explore educational and community needs and create relationships whereby they could receive goods they needed to accelerate their own projects. The council provided a manager and team support to enable comms, logistics, ensure health and safety and to ensure deadlines were met and problems resolved speedily.

By implementing this scheme whereby our 170 tonnes of unwanted discarded goods were primarily redistributed for reuse and upcycling (over 150 tonnes) was a
saving for the council over the cost of waste disposal (landfill or incineration). Technical resources were provided by existing online reuse portals Freegle (2.6 million members) and Warpi (commercial reuse platform). So for very little outlay we could take advantage of these existing huge networks without the council having to forge such relationships or reinvent the wheel!.

<table>
<thead>
<tr>
<th>E. Summary of the innovative aspect(s) of the initiative:</th>
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<tbody>
<tr>
<td>Describe the innovation for the initiative using the following lead questions as a guide. (350 words max)</td>
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</table>

1. Describe whether the initiative should be considered evolutionary or revolutionary. **Evolutionary** would imply that innovation evolved over time based on lessons learned from experience and that the changes or outcomes are cumulative. **Revolutionary** would imply something quite new or something that has been borrowed from elsewhere but never been tried before in the sector or context in question and therefore bears a certain degree of risk.

A bit of both!

Cat first suggested working in such a way with the council in 2013 and in 2014 we piloted the idea successfully in a 200 staffed office space: 16.9 tonnes of discarded goods were redistributed for reuse and that saved the council many thousands of pounds and won us lots of praise from our residents. We went on to contract Cat as Reuse Manager in 2014-5 to clear Hove Town Hall a significant municipal building in the city, prior to its total (£14million) renovation 2015-16.

138 tonnes of goods redistributed for reuse, saving the council £35k against cost of disposal and created £150k economic value back into the local area, all the while saving 62 tonnes carbon eq.

The Kings House was the 8th project we have done with Cat and Freegle since the original pilot in 2014, but this was an enormous undertaking and fraught with difficulties!

Although building clearances happen all the time, they do not focus at the top of the waste hierarchy, they frequently just provide a speedy (but hugely wasteful and destructive service). Our partnership 100% respects the top of
the waste hierarchy and places people’s needs and waste-reduction at the core of our aims and ambitions—this happens to save us money too. The process is longer than simple disposal but the extra time needed is built into the plan so that we don’t resort to quick wasteful practices.

2. Describe whether the innovation was inspired or borrowed from other experiences and what the linkage with the other preceding experiences is.

See above.
Cat has delivered a lot of waste prevention projects over many years in our city and the Kings House project is an extension of that. She has developed the methodology and work to suit our needs and the variable sites and asset issues.

3. Describe where the innovation is being applied, for example, in policy or strategy; planning, design and implementation; business model or financing arrangement; tools and technology; governance and administration; etc.

We continue to work with Freecycle and Cat whenever we have a building or office that needs decluttering, emptying or sorting out. We are also now running tech-takeback pop-up shops with Cat, Freecycle and private partners (increasing electronic reuse, repair and recycling)

A permanent City Reuse Depot is in the pipeline for 2019, so that everyone in our city can be more resourceful. Cat crowd-funded to buy 10 shipping containers, which she operates as a hub for reusable goods to be dropped and collected, but this will be expanded on in a new formal partnership and more central location.

4. Describe whether there was or are any obstacles or resistance to the innovation and if so, how were/are they being overcome.
Having done several smaller versions of this project known barriers (staff behavior and attitude, ignorance of best waste-prevention practice and logistical issues around storage and collections etc) were factored into the KH project.

Creating clear communications for everybody involved from CEO down to the cleaners and providing information, instructions, education and ensuring that processes are as convenient as possible for all staff (requiring different systems for different teams!). This is why it is invaluable to work with a flexible and nimble partner who can accommodate and resolve such issues.

There is always resistance to work that takes time. We ensured that council staff were educated and part of the journey. Cat delivered workshops, presentations, sessions and attended a zillion meetings to explain the project, the value in it, why and how to partake and we kept staff abreast of activity and achievements via our staff online portal.

The participation of council staff throughout the project has engendered cultural shift within the organisation. During the project, competitions between council teams on who could clear the most clutter encouraged wide participation. Things are no longer seen as simply disposable; instead staff are encouraged to consider creative ways of working that reduce waste and prevent unnecessary purchasing.

Cat delivered presentations to team managers, provided various collation systems for different departments and ran ‘stuff amnesties’ with staff while they were still insitu-managing to intercept untold goods from being simply ‘popped in the bin’.

The project was promoted and updated on the council’s staff intranet. Online reuse networks Freegle and Warp-It were used to advertise the council’s unwanted goods and materials available for reuse.

Cat used the many Facebook and Twitter accounts that she manages to reach broad audiences, promote the project and celebrate milestones throughout the 18months.

The success of the Reuse project was celebrated through the council’s committees, attended by elected members. Brighton & Hove council have an elected lead for Sustainability, and the role has been a champion of the work throughout the project.

An example of the administration’s commitment and enthusiasm for the project can be seen in the short film that was created to highlight its success.

https://www.youtube.com/watch?v=usAWsgsOfrA
F. Summary of the desired change or outcome and how it is being measured

Describe how the initiative, and in particular the innovation, is or will be making a qualitative and/or quantitative change and how that change or outcome is being measured. (350 words max)

1. What change(s) or outcome have you already achieved or hope to achieve? Please describe the nature of the change or outcome in, for example, improved quality of life; new levels of social, economic or environmental sustainability, including new attitudes and behavior; improved efficiency, effectiveness, accountability or transparency, etc. Please describe the scale of the change, for example, primarily local, regional, national or global and where possible, please quantify the changes or outcome being achieved.

The total tonnage of materials reused amounts to in excess of 150 tonnes of material. This equates to £150k of economic value re-entering the community and carbon savings of 225 tonnes which is what we have offset from not buying new and avoiding disposal.

The beneficiaries of the project are over 300 charities and community groups (which have an extended reach to many 10s of thousands of individuals), around 500 local residents, 150 local businesses (mainly start-ups, small and independents), 50 schools, and notably the Royal Sussex County Hospital (Brighton) who have received 30 tonnes of goods saving them 10s of thousands of pounds at a time when they are in special measures and have a zero budget for purchasing new resources.

The success of the project has enabled the council to rationalise it's office accommodation, reducing it's carbon footprint by 20% and contributing to revenue savings of £2million. There is now a reference point for staff to measure their own performance and behaviour against, as well as a proven reuse business model that can easily be incorporated into future projects. This includes a centralised decluttering and reuse service available to all council departments, demonstrating the positive legacy of the project.

No other authorities in the country have done what Brighton & Hove did with this project, therefore the authority is defining what best practice means. That is the very definition of innovation.

2. What indicators or metrics are you using to assess the change? Describe who is doing the measuring, and who is using the measurements and how.
Please see our info graphic. Data collected by Cat and council managers. Weights used for goods are Defra approved figures via the Reuse Network (UK). Carbon emission figures based on Defra data.

3. Describe any specific tools or methods that were developed or applied to improve the chances to attain the desired outcome or change, for example, new working methods, new data and information, new incentives or disincentives, new means of communications and knowledge, new technology, etc.

The participation of council staff throughout the project has engendered cultural shift within the organisation. During the project, competitions between council teams on who could clear the most clutter encouraged wide participation. Things are no longer seen as simply disposable; instead staff are encouraged to consider creative ways of working that reduce waste and prevent unnecessary purchasing.

5. How does the initiative and its intended change(s) or outcomes contribute to a new image or reputation for your city or community?

Many charities, community groups, businesses, citizens, all city food projects and food banks and all homeless charities in the city have received items from us. A wide range of stakeholders setting up circular economy activity in the city have all benefited from receiving goods, e.g. Real Junk Food Project, Fare Share, and First Base. The project has been able to support the work of organisations operating within the city’s circular economy, e.g. the Brighton and Hove Food Partnership.

The success of the Reuse project was celebrated through the council’s committees, attended by elected members. Brighton & Hove council have an elected lead for Sustainability, and the role has been a champion of the work throughout the project. An example of the administration’s commitment and enthusiasm for the project can be seen in the short film that was created to highlight its success. https://www.youtube.com/watch?v=usAWgsOfrA
G. Describe what you think other cities can learn from our initiative and what your city/community is prepared to do to further that learning. (Max 200 words)

We think our project is evidence of maximizing waste reduction through cross-sector partnership; public bodies collaborating with nimble, proactive, existing grass roots and local businesses and by using EXISTING real life and online networks. In this way public bodies can absorb and benefit from the knowledge, wisdom and efficiencies of people and projects in their own area already.

H. Relevance of the initiative to the 2030 Agenda for Sustainable Development, commonly referred to as the “Sustainable Development Goals”. Please tick the most appropriate boxes and provide a brief description of the relevance of your initiative in relation to the relevant goal(s). Please also refer to the complete text of the Sustainable Development Goals at: www.un.org/sustainabledevelopment/sustainable-development-goals/

| Goal 1: End poverty in all of its forms |
| Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture |
| Goal 3: Ensure healthy lives and promote well-being for all ages |
| Goal 4: Ensure inclusive and equitable education and promote life-long learning opportunities for all |
| Goal 5: Achieve gender equality and empower all women and girls |
| Goal 6: Ensure availability and sustainable management of water and sanitation for all |
| Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all |
| Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all |
| Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation |
| Goal 10: Reduce inequality within and among countries |
| Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable |
Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

In the case of Goal 11, please tick the relevant targets:

<table>
<thead>
<tr>
<th>Target</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Access for all to adequate, safe and affordable housing and basic services and upgrade slums</td>
</tr>
<tr>
<td>2</td>
<td>Access to safe, affordable, accessible and sustainable transport systems for all</td>
</tr>
<tr>
<td>3</td>
<td>Participatory, integrated and sustainable human settlement planning and management</td>
</tr>
<tr>
<td>4</td>
<td>Safeguard cultural and natural heritage</td>
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<tr>
<td>5</td>
<td>Reduce deaths and number of people affected by disasters with particular focus on the poor and people in vulnerable situations</td>
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<tr>
<td>6</td>
<td>Improve air quality and manage municipal and other wastes</td>
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<tr>
<td>7</td>
<td>Universal access to safe, inclusive and accessible green and public spaces, in particular of women, children older persons and persons with disabilities</td>
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<tr>
<td>8</td>
<td>Support positive economic, social and environmental links between urban, peri-urban and rural areas</td>
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<tr>
<td>9</td>
<td>Improving resource efficiency, mitigation and adaptation to climate change, resilience to disasters and implement holistic disaster risk management</td>
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<tr>
<td>10</td>
<td>Support least developed countries in building sustainable and resilient buildings utilizing local materials</td>
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</table>

I. Descriptive material in annex to the document

These are materials destined to allow members of the Technical Committee and the Jury to have a better understanding of the context of your initiative which is a very important consideration. Additional material can be submitted in DVD or CD formats. Please do not exceed the specifications below; anything that exceeds these specifications may not be availed to the Technical Committee or the Jury. Please provide, where possible and relevant, the following:

◆ Up to 5 press clippings or copies of covers and tables of content of reports
published on the initiative.

◆ Up to 5 photos with titles that best illustrate the initiative (.jpeg at 72 dpi, 500 x 700 px max).

◆ Up to 5 graphics that best illustrate the initiative (.pdf/.jpeg format, 72 dpi). These graphics could illustrate for example, trends, ratios or percentages; tools or technologies; etc.

◆ 1 map that best illustrates the physical context of the initiative (.pdf/.jpeg format, 72 dpi)

◆ 1 chart that best illustrates the initiative (.pdf/.jpeg format, 72 dpi)

◆ 1 technical drawing

I. Additional material
Any additional material such as videos should be submitted by email to the Secretariat of Guangzhou International Award for Urban Innovation.

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