

30/09/21 - 2  
**Chief Executive Officer's Report**

|                                  |                                 |                       |
|----------------------------------|---------------------------------|-----------------------|
| <b>Board paper title</b>         |                                 | Paper<br>30/09/21 - 2 |
| Chief Executive Officer's Report |                                 |                       |
| <b>Report by</b>                 | Wayne Hubbard                   |                       |
| <b>Job Title</b>                 | Chief Executive Officer         |                       |
| <b>Date of decision</b>          | Board Meeting 30 September 2021 |                       |

|  |
|--|
| <b>Summary</b>                                     |
| This report provides an update on recent activity. |

|   |
|---|
| <b>Recommendations</b>  |
| <p>The Board is recommended to</p> <ul style="list-style-type: none"> <li>• Note the updates presented; and</li> <li>• Approve the amendment of the Scheme of Delegated Authority presented at Appendix 4.</li> </ul> |

|  |                                |
|--|--------------------------------|
| <b>Risk Management</b>                                       |                                |
| <b>Risk</b>  | <b>Action to mitigate risk</b> |
| No specific risks are identified in relation to this report. |                                |

|                           |
|---------------------------|
| <b>Implications</b>       |
| <b>Legal</b><br>None      |
| <b>Financial</b><br>None  |
| <b>Equalities</b><br>None |

|                            |  |
|----------------------------|--|
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## Why the paper is being presented

The paper is presented in order to provide an update on activities since the last meeting of the Board.

## Report

### Top issues

#### Commercialisation

We are continuing to develop our commercial strategy and approach. Priority is being given to the development of the training academy and the circular economy directory. In addition, a number of consulting projects have been completed or are in train with a number of London boroughs. More details can be found in the programme update.

#### Recovery /Green New Deal

The second round of Circular Pilot grants under the Green New Deal funding was distributed to 33 SMEs with a total value of £390,000. A total number of 431 jobs could be safeguarded and 49 jobs created through this grant round (see programme report for further details)

As part of the Green New Deal, the Mayor has announced the [Future Neighbourhoods 2030 programme](#). Worth a total of £7.5 million over two phases, the Future Neighbourhoods programme is an invitation to London boroughs, Business Improvement Districts (BIDs) and other local partnerships to contribute to a green recovery.

ReLondon was named supporter on six local authority applications, two of which have been shortlisted – Hounslow and Hammersmith and Fulham. We have been supporting these two councils (specifically in relation to their plans for ultra-low waste neighbourhoods) with the development of their next stage in the application process, which has a deadline of 20<sup>th</sup> September 2021. Selected Future Neighbourhoods will be announced by the Mayor in October 2021.

ReLondon had previously submitted a bid with one of these boroughs and a local community group to the National Lottery Climate Action Fund for the development of a ULWN. This bid was unfortunately unsuccessful. The support of the Future Neighbourhood Fund boroughs therefore represents the best current opportunity to deliver a ULWN project.

#### Office relocation/COVID-19

The move to a new office at The White Collar Factory, Old Street, has now been completed.

All restrictions on the use of the office due to COVID have now been lifted. Hand and desk sanitisation is provided, and the office is kept well ventilated. Staff are now working to a hybrid pattern and are requested to come into the office at least one or two day per week (subject to the requirements of delivering the business plan).

30/09/21 - 2

## Chief Executive Officer's Report

### Finance/Funding

A longer term finance plan is being developed that will look beyond the current business plan period, to enable us to better calibrate our longer term resource allocation and skills needs.

### **Staffing**

#### *Leavers*

Natalia Agathou (Business Advice Manager) and Eddie Confoy (Head of Finance & Operations) have now left the organisation.

Violetta Lynch, (London Recycles campaign lead), will be leaving ReLondon on 24<sup>th</sup> September. Recruitment is underway for her replacement.

Andrea Crump, the Strategic Circular Economy Advisor, will be leaving ReLondon on 12<sup>th</sup> October. The audit committee agreed that her role could be replaced by two part-time roles: a research assistant and a digital product manager. Recruitment for those two roles will start in the coming weeks.

#### *Starters*

Amy Casey and Liz Horsfield both joined the LA support team in September as Project Coordinators.

Cecilia Law joined the communications team in August as the new corporate communications lead. Arielle Vetro also joined the communications and behaviour change team in September as campaign lead for the EU-funded Food Wave project.

Lara Pohl-Martell will join the team as a Business Advisor in the Business Transformation Team in October.

#### *Movers*

Lamia Sbiti (formerly Senior Business Advisor) has secured a new position as Business Transformation Manager

### **Recruitment**

The following positions are vacant and will be recruited to in the coming weeks.

- London Recycles campaign lead.
- Senior Business Advisor in the Business Transformation Team.
- Research Assistant (part time) in the Business Transformation and Sector Support Team
- Digital Product Manager in the Business Transformation and Sector Support Team
- HR and Projects Executive
- CIRCUiT Economic Analyst (part time) 6 month - fixed term/secondment)

30/09/21 - 2

## Chief Executive Officer's Report

### Communications and publicity

#### Circular Economy Week:

CE Week 2021 took place from 14-18 June and is reported on in the Programme Update paper.

#### Press releases:

The following press releases have been distributed since the last Board meeting:

- **Circular Economy Week 2021** – 1<sup>st</sup> June 2021 – CE Week was announced with a press release building on the business and local authority survey results obtained to support the renaming announcement in March. Coverage was achieved in Circular, The Grocer and LocalGov.
- **Build Back Better grants** – 17<sup>th</sup> June 2021 – a news release announced the launch of the grants and support available to London SMEs through the Green New Deal fund. Coverage was achieved in Circular Online and MRW.
- **Ecosurety flats project** – 14<sup>th</sup> July 2021 – the launch of new interventions (including food waste, textiles and electricals collections) to improve recycling from flats on estates in Lambeth was announced with a press release. Coverage was achieved in Packaging News, Resource and a small number of local newspapers.

ReLondon also collaborated on two news releases during the same period, which were released by others:

- EMF strategic partnership announcement – June 2021
- Release of report on borough consumption-based emissions (with London Councils and Leeds University) – June 2021

#### Events:

Events attendance has not yet risen back to 2020/early 2021 levels, partly due to the summer holidays. Highlights include:

- **London Rising** – Wayne Hubbard participated in this Evening Standard-hosted TV panel on how the circular economy offers a transformative strategy for Covid-19 recovery.
- **Graduate Fashion Week** – Hannah Carter took part in a live panel to a citizen audience, discussing and debunking myths on circular fashion.
- **Climate Action entrepreneur showcase** – Lamia Sbiti spoke alongside Imperial College, UCL, Better Futures, LSDC and Women in Cleantech at this Climate Action Week event about the power of female entrepreneurs.
- **Earth Overshoot Day** – Wayne Hubbard presented on how business can deliver a low carbon, resource-efficient 'new normal' to an audience of business leaders and sustainability professionals.

Full detail is given in Appendix 2.

#### Podcast:

A full update is provided in the Programme Update paper.

## Dashboard Project Commentary

Detailed updates on programmes are included in paper 4. The dashboard is attached at Appendix 1.

As we reach the mid-year point for 2021/22 the Local Authority Support team has reviewed its in-year priorities. A number of projects set out in the delivery plan in April (such as the Waste Composition Analysis protocol and a three weekly collection pilot, as noted at the last board meeting) will now not be deployed this year. This is primarily due to the prolonged COVID restrictions and alternative borough priorities as a result. The Local Authority Support Team is therefore preparing a revised plan which will include redeployment of resources and budget to expedite the delivery of other projects (such as support for the Ultra-Low Waste Neighbourhood project and work on food waste prevention in partnership with circular economy food sharing apps).

### Podcast

The diversion of corporate communications resources to an intensive three months of delivery between December and March for the ReLondon rebrand put the podcast on temporary pause, but the induction of our new corporate communications lead (Cecilia Law) is now almost complete, so work is underway to start publishing regular episodes again.

Our current freelance podcast producer has also been on sabbatical, but we have now recruited a new podcast producer who is reviewing past episodes and developing a plan for the next phase of podcast production. Some one-to-one interviews are in the process of being planned and booked so this should gain momentum in the next three months.

### Material flow analysis

The material flow analysis for food is being finalised and will be launched during COP. However, the current budget does not allow for the drafting of any other materials flow analysis across our five focus areas (food, plastics, textiles, built environment, electricals) this year. This was always a known restriction and the service provider (Circle Economy) was asked to help seek external funding to support this valuable work. We have submitted several bids to various public and private funders. In particular, we have been shortlisted to get funding from the Circular Economy Hub Flexible Fund from UKRI, to deliver the textiles material flow analysis. We are currently waiting for the final decision on this bid. If we are successful, we will kick off the project in November, which would allow the project to become green.

### Love Not Landfill (LNL) (core)

There are some staffing issues in the LNL team, which have meant we have had to strip back some of the events and activities in the delivery plan, in order to focus on the Vanish-sponsored pop-up shop taking place in November.

### London Recycles (core)

As a knock-on effect of the resourcing issue outlined above, little support is now available to the London Recycles campaign lead (Violetta Lynch). In addition, Violetta is leaving on 24<sup>th</sup> September and recruitment of her replacement is not complete. This

means that London Recycles is being maintained through temporary support and with limited but welcome input from the local authority support team for the next month at least.

## **Audit Committee Activity**

The Committee, chaired by Cllr Guy Senior, met once on 9 September 2021 since the last meeting of the Board. The following items were discussed:

### **Financial Report: Q1 2021-22**

The Committee approved the Q1 finance report (Appendix 3).

### **Treasury Management Policy**

The Committee noted a report on the returns received on ReLondon funds held by the GLA under a loan agreement providing returns mirroring those of the GLA Group Investment Syndicate Scheme, and agreed that this return was good given the very low risk involved and favourable to returns available from cash deposits with the bank. No change to the treasury management policy was therefore made. The policy is to be kept under regular review.

### **Annual Governance and Accountability Return (AGAR)**

The committee noted that the AGAR was submitted to external auditor following its approval by the Board on 17 June 2021.

The external auditors are due to submit their report by 30<sup>th</sup> September.

### **HR**

The Committee received a report on recent HR developments, including an update on the outcome of the reorganisation of the organisations back office, which is now complete, pending recruitment into new positions.

The Committee approved a change to the establishment replacing one Grade 7 Circular Economy Strategic Advisor in the Business Transformation and Sector Support team with one 60% FTE Digital Product Manager and one 60% FTE Research Assistant.

Pending a full-scale review of all ReLondon staff benefits, the Committee approved a change to the ReLondon pay policy such that ReLondon would aim to align its annual cost of living pay award with the annual inflation rate rather than with the settlement agreed by the National Joint Council for Local Government Services. For the year 2021/22 the Committee agreed an increment of 1.5% in line with the RPI in March 2021.

### **Risk Register**

The Committee reviewed the organisation level risk register. No significant changes were noted (and no new high level risks identified).

### **Review of Governance Procedures**

Part of the remit of the Audit Committee is to keep under review the governance procedures of the organisation. To that end, the Standing Orders, Audit Committee Terms of Reference and the Scheme of Delegated Authority (SODA) were reviewed.

No amendments were made to the Standing Order or the Audit Committee Terms of Reference.

No substantive changes to the SODA were recommended though the Head of Finance and Operations will be replaced with Director of Operations and Governance (with the same delegated authority), and the Heads of Programmes job titles amended to Head of Local Authority Support and Head of Business Transformation and Sector Support. As changes to the SODA are required to be approved by the Board, the Revised SODA is attached at Appendix 4 and the Board are recommended to approve the amendments highlighted.

**Supporting papers/appendices**

Appendix 1 Project Dashboard  
Appendix 2 Events List  
Appendix 3 Finance Report  
Appendix 4 SODA

# ReLondon - Project dashboard

Sep-21

|  |                         |
|--|-------------------------|
| Finance - Cash £12.265 - Investments £6.9M                               | Overall projects rating |
| HR - headcount 34; 31.9 FTE; establishment 37.3; turnover (6 months) 18% | Resources               |
|  | Budget                  |
|  | Time                    |
|  | Stakeholder engagement  |
|  | Outputs                 |
|  | Outcomes                |

| Local Authority Support                                       | Business and Sector Support              | Communications and Behaviour Change | Research                                       | Food                                  | Plastics                              | Textiles                        | Built Environment | Electricals        | Corporate Projects            |
|---|--|-------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------|-------------------|--------------------|-------------------------------|
| Borough circular economy strategy development help and advice | Business Transformation (Green New Deal) | Borough campaign support            | Commercial waste data                          | Food flagship initiative              | Low plastics zone - blue print        | #Love Not Landfill              | Circuit           | London Repair Week | Change strategy and delivery  |
| Commercial waste and recycling service                        | Business Transformation (ERDF)           | COP26                               | Jobs and Skills in a London circular economy   | Circular food waste reduction project | Low plastics zone network development | #Love Not Landfill partnerships |                   |                    | Culture, knowledge and skills |
| Flats planning guidance development                           | Circular economy Training Academy        | Corporate marketing                 | Materials flow analysis                        | Foodwave                              |                                       | Textiles 2030                   |                   |                    | Office move                   |
| Flats recycling project 2                                     | Circular economy directory               | CE Week                             | Methodology for evaluating outcomes and impact |                                       |                                       |                                 |                   |                    |                               |
| Reduction and reduce plan implementation support and advice   | Commercialisation strategy development   | London recycles                     |  |                                       |                                       |                                 |                   |                    |                               |
| Short term lets   |  | London wide campaign                |  |                                       |                                       |                                 |                   |                    |                               |
| Waste composition analysis protocol testing                   |  | Podcast                             |  |                                       |                                       |                                 |                   |                    |                               |
|   |  | Recycle week                        |  |                                       |                                       |                                 |                   |                    |                               |
| Ultra Low Waste Zones   |  |                                     |  |                                       |                                       |                                 |                   |                    |                               |

|     |                                       |
|-----|---------------------------------------|
| Key | On track                              |
|     | Issue - being managed                 |
|     | Significant issue preventing delivery |
|     | Not started                           |



**Appendix 2: Events List**

| Date       | Event  | Organiser                           | Type of event              | Topic  | Attended by  | Audience   | Role               |
|------------|--|-------------------------------------|----------------------------|--|--|--|--------------------|
| 27/05/2021 | CE Hub NICER Programme launch  | CE Hub                              | Workshop                   | Develop a better understanding of the role of citizens within a circular economy, and identify ways in which we at the CE Hub might support members of the NICER Programme Community to more effectively engage citizens in Circular Economy research and implementation | Ali Moore, Rob Philips from RCA, Matt Winning at UCL, and Frank Van Velzen at Lego, Netherlands.                             | Closed event - members of the NICER Programme (Academics, Policy Makers, Industrial Organisations) | Speaker            |
| 15/06/2021 | IStructE Panel discussion  | Institution of Structural Engineers | Webinar                    | Circularity in the built environment.  | Andrea Charlson  | Members and structural engineers that were non-members (45%)                                       | Speaker            |
| 17/06/2021 | The Collections Conference   | Environment Media                   | Conference                 | ReLondon presenting a case study on reducing contamination   | Beverley Simonson  | Waste industry, including local authorities, consultants, waste management companies               | Presenter          |
| 17/06/2021 | LNL x Nuw Circular Swap  | ReLondon / Love Not Landfill        | Online event via Nuw app   | Swap clothes from Love Not Landfill's first-ever collection, exclusively on Nuw for a sustainable, guilt-  | Hannah Carter  | Citizens   | Host               |
| 18/07/2021 | Graduate Fashion Week x Samsung KX and Sustainability Panel Talk   | Graduate Fashion Week               | Online panel               | Discussing and debunking myths on slow, sustainable and circular fashion   | Hannah Carter  | Citizens   | Speaker            |
| 29/06/2021 | London Climate Action Week - Climate Action Entrepreneur Showcase  | Sustainable Ventures                | Webinar / panel discussion | Showcasing the power of female entrepreneurs in London's cleantech start-up hub for global climate action  | Lamia Sbiti, Imperial College London, UCL, Better Futures, London Sustainable Development Commission and Women in Cleantech  | SMEs, tech and sustainability professionals  | Speaker            |
| 30/06/2021 | Covid-19 Recovery: How the circular economy offers a transformative strategy for resilience and prosperity | London Rising                       | Webinar / panel discussion | What does the circular economy mean and can it truly support London's economic and environmental objectives?   | Wayne Hubbard, Shirley Rodrigues, Ross Lydall (editor at Evening Standard), and Jocelyn Bleriot (Ellen MacArthur Foundation) | Businesses, environment, sustainability and waste industry professionals                           | Speaker            |
| 01/07/2021 | London Climate Action Week - How to Build Back Better with free circular economy business support          | ReLondon                            | Webinar                    | Identifying circular opportunities for London's businesses.  | Jean Billant   | SMEs   | Host and presenter |
| 07/07/2021 | Commercial Waste: Back to Business   | CIWM                                | Webinar                    | Overview of how the commercial waste industry operates and differs from Local Authority waste collections, followed by discussions about how the industry has been impacted by the Covid-19 pandemic. ReLondon presenting case study on Putney Pedals scheme.            | Sarah Craddock   | CIWM members, environment, sustainability and waste industry professionals                         | Presenter          |
| 15/07/2021 | Canary Wharf Sustainability Tenant Forum   | Canary Wharf Group                  | Webinar                    | To improve the Canary Wharf Group Tenant Collaboration through regular CWG Sustainability Forums   | Sarah Craddock, corporate representatives in sustainability  | CWG Stakeholders   |                    |
| 27/07/2021 | CIWM EDI Working group - Gender focus working group  | CIWM                                | Webinar                    | Sharing member ideas with the working group to input what 'success' looks like in this area.   | Beverley Simonson, Adam Read (SUEZ)  | CIWM members, EDI professionals  | Chair              |
| 29/07/2021 | Earth Overshoot Day: How businesses can #MoveTheDate and achieve one-planet prosperity                     | Edie                                | Webinar                    | Exploring how the relationship between business and nature can be transformed to deliver a low-carbon, resource-efficient "new normal"   | Wayne Hubbard  | Business leaders, sustainability professionals and practitioners                                   | Speaker            |
| 16/09/2021 | Circular Economy (principles and application) the Housing, Planning and Regeneration directorate           | Haringey Council                    | Webinar                    | Discussing circular economy supply chains & circular business models specific to housing, planning and regeneration.   | Andrea Charlson  | Citizens, housing and planning officers  | Presenter          |
| 21/09/2021 | Building Resilience Through Material Reuse   | UKGBC, ReLondon                     | Webinar                    | Presenting the latest CIRCUIT project findings with insights into trends and opportunities for reuse and high-value recycling in construction.   | Purva Tavri  | Built environment professionals, CIRCUIT stakeholders and partners                                 | Speaker            |
| 28/09/2021 | Sport Positive Summit 2021   | Sport Positive                      | Event                      | ReLondon are partners of the event. Several Business Transformation programme SMEs will be attending.  | ReLondon business transformation team  | Sporting stakeholders, sustainability professionals  | Attendees          |

## London Waste & Recycling Board (Operating as ReLondon)

### Finance Report Q1 2021/22

#### Profit & Loss Summary

For the 3 months

For the 3 months to 30<sup>th</sup> June 2021 LWARB interest income of £11k and grant funding of £437k was above budget by £47k. Budget underspend on programmes £118k and slightly overspent on overheads (£20k), led to a net spend of £793k compared to a budget of £938k.

Business Transformation underspend £65k, Local authority support and Communications and behaviour change underspend £86k, Business and sector support over budget by £33k.

#### LWARB P&L summary to 30/06/2021

| P&L   | Actual Q1<br>2021/22 | Budget Q1<br>2021/22 | Variance    | %           | FY Budget<br>2021/22 | %          |
|---|----------------------|----------------------|-------------|-------------|----------------------|------------|
| <b>£000</b>   |                      |                      |             |             |                      |            |
| <b>Income</b>   |                      |                      |             |             |                      |            |
| Bank Interest and other income                                  | 11                   | -                    | 11          | 100%        | -                    | -          |
| Funding   | 437                  | 401                  | 36          | 9%          | 1,603                | 27%        |
| Asset sale/revaluation  | -                    | -                    | -           | -           | -                    | -          |
| <b>Total income</b>   | <b>448</b>           | <b>401</b>           | <b>47</b>   | <b>12%</b>  | <b>1,603</b>         | <b>27%</b> |
| <b>Programme spend</b>  |                      |                      |             |             |                      |            |
| Business Transformation   | (82)                 | (147)                | 65          | 44%         | (586)                | 14%        |
| Business and sector support                                     | (470)                | (436)                | (33)        | -8%         | (1,745)              | 27%        |
| Local authority support and Communications and behaviour change | (304)                | (390)                | 86          | 22%         | (1,559)              | 19%        |
| <b>Total Programme spend</b>                                    | <b>(855)</b>         | <b>(973)</b>         | <b>118</b>  | <b>12%</b>  | <b>(3,890)</b>       | <b>22%</b> |
| <b>Overheads</b>  |                      |                      |             |             |                      |            |
| Rent & rates  | (90)                 | (90)                 | (0)         | 0%          | (360)                | 25%        |
| Staff Costs*  | (190)                | (204)                | 14          | 7%          | (816)                | 23%        |
| Other Overheads   | (106)                | (72)                 | (34)        | -46%        | (290)                | 37%        |
| <b>Total Overheads</b>  | <b>(386)</b>         | <b>(366)</b>         | <b>(20)</b> | <b>-5%</b>  | <b>(1,466)</b>       | <b>26%</b> |
| <b>Profit/Loss</b>  | <b>(793)</b>         | <b>(938)</b>         | <b>145</b>  | <b>-15%</b> | <b>(3,753)</b>       | <b>21%</b> |

\* Core staff cost – excludes most dedicated programme staff, whose costs are included in relevant programme budget lines

#### Expenditure Summary

LWARB's net cash position at quarter end is £34k worse off than budget. The investment cash outflow was significantly higher than budget but it was offset by the cash receipts for the GND funds from GLA. See cash analysis for full breakdown.

#### LWARB significant cash movement to 30/06/2021

| Cash summary                      | Q1 Actual      | Q1 Budget      | Var.        | %          | FY Budget      | %          |
|-----------------------------------|----------------|----------------|-------------|------------|----------------|------------|
| Opening cash                      | 14,890         | 14,890         | -           |            | 14,890         |            |
| Net Income / (Expenditure)        | (793)          | (938)          | 145         | 15%        | (3,753)        | 21%        |
| Purchase of investments           | (1,400)        | (554)          | (847)       | -153%      | (2,214)        | 63%        |
| Cash received from trade debtors  | 1,027          | -              | 1,027       | 100%       | -              | -          |
| Other                             | (359)          | -              | (359)       | -100%      | -              | -          |
| <b>Net Income / (Expenditure)</b> | <b>(1,525)</b> | <b>(1,492)</b> | <b>(34)</b> | <b>-2%</b> | <b>(5,967)</b> | <b>26%</b> |
| Closing cash                      | 13,364         | 13,398         | -           |            | 8,922          |            |

## LWARB Income and Expenditure detail

| <b>Income &amp; Expenditure</b>                                    |                        |              |             |             |              |                                       |              |                      |              |             |             |              |                                       |              |      |
|--|------------------------|--------------|-------------|-------------|--------------|---------------------------------------|--------------|----------------------|--------------|-------------|-------------|--------------|---------------------------------------|--------------|------|
| For the 3 months ended 31 June 2021                                |                        |              |             |             |              |                                       |              |                      |              |             |             |              |                                       |              |      |
|  | For the period (£000s) |              |             |             |              |                                       |              | Year to date (£000s) |              |             |             |              |                                       |              | Note |
|  | Actual                 | Budget       | Variance    | %           | Prior Year   | Variance<br>(Actual to<br>Prior Year) | %            | Actual               | Budget       | Variance    | %           | Prior Year   | Variance<br>(Actual to<br>Prior Year) | %            |      |
| <b>Income</b>  |                        |              |             |             |              |                                       |              |                      |              |             |             |              |                                       |              |      |
| Bank interest receivable   | 11                     | -            | 11          | 100%        | 0.2          | 11                                    | 100%         | 11                   | -            | 11          | 100%        | 0.2          | 11                                    | 100%         | 1    |
| C&A Foundation   | 5                      | -            | 5           | 100%        | -            | 5                                     | 100%         | 5                    | -            | 5           | 100%        | -            | 5                                     | 100%         | 2    |
| Grant income   | 374                    | 305          | 69          | 23%         | -            | 374                                   | 100%         | 374                  | 305          | 69          | 23%         | -            | 374                                   | 100%         | 2    |
| Other income   | 58                     | 96           | (38)        | (40%)       | -            | 58                                    | 100%         | 58                   | 96           | (38)        | (40%)       | -            | 58                                    | 100%         | 3    |
| <b>Total Income</b>  | <b>448</b>             | <b>401</b>   | <b>47</b>   | <b>12%</b>  | <b>0.2</b>   | <b>448</b>                            | <b>100%</b>  | <b>448</b>           | <b>401</b>   | <b>47</b>   | <b>12%</b>  | <b>0.2</b>   | <b>448</b>                            | <b>100%</b>  |      |
| <b>Programme Expenditure</b>                                       |                        |              |             |             |              |                                       |              |                      |              |             |             |              |                                       |              |      |
| Business Transformation  | (82)                   | (147)        | 65          | 44%         | (73)         | (9)                                   | 12%          | (82)                 | (147)        | 65          | 44%         | (73)         | (9)                                   | 12%          | 4    |
| Business and sector support  | (470)                  | (436)        | (33)        | (8%)        | (125)        | (345)                                 | 276%         | (470)                | (436)        | (33)        | (8%)        | (125)        | (345)                                 | 276%         | 5    |
| Local authority support and<br>Communications and behaviour change | (304)                  | (390)        | 86          | 22%         | (281)        | (23)                                  | 8%           | (304)                | (390)        | 86          | 22%         | (281)        | (23)                                  | 8%           | 6    |
| Impairment losses  | -                      | -            | -           | -           | -            | -                                     | -            | -                    | -            | -           | -           | -            | -                                     | -            |      |
| <b>Total Programme Expenditure</b>                                 | <b>(855)</b>           | <b>(973)</b> | <b>118</b>  | <b>12%</b>  | <b>(479)</b> | <b>(376)</b>                          | <b>78.6%</b> | <b>(855)</b>         | <b>(973)</b> | <b>118</b>  | <b>12%</b>  | <b>(479)</b> | <b>(376)</b>                          | <b>78.6%</b> |      |
| <b>Administrative Expenditure</b>                                  |                        |              |             |             |              |                                       |              |                      |              |             |             |              |                                       |              |      |
| Office expenses  | (5)                    | (39)         | 34          | 87%         | (4)          | (1)                                   | 18%          | (5)                  | (39)         | 34          | 87%         | (4)          | (1)                                   | 18%          | 7    |
| Office Rent  | (90)                   | (90)         | (0)         | (0%)        | (90)         | 0                                     | 0%           | (90)                 | (90)         | (0)         | (0.2%)      | (90)         | 0                                     | 0%           | 8    |
| Other overheads  | (95)                   | (28)         | (67)        | (237%)      | (42)         | (54)                                  | 129%         | (95)                 | (28)         | (67)        | (237%)      | (42)         | (54)                                  | 129%         | 9    |
| Professional fees  | (6)                    | (5)          | (1)         | (20%)       | (5)          | (1)                                   | 30%          | (6)                  | (5)          | (1)         | (20%)       | (5)          | (1)                                   | 30%          | 10   |
| Staff costs  | (190)                  | (204)        | 14          | 7%          | (156)        | (34)                                  | 22%          | (190)                | (204)        | 14          | 7%          | (156)        | (34)                                  | 22%          | 11   |
| <b>Total Administrative Expenditure</b>                            | <b>(386)</b>           | <b>(366)</b> | <b>(20)</b> | <b>(5%)</b> | <b>(296)</b> | <b>(90)</b>                           | <b>30.2%</b> | <b>(386)</b>         | <b>(366)</b> | <b>(20)</b> | <b>(5%)</b> | <b>(296)</b> | <b>(90)</b>                           | <b>30.2%</b> |      |
| <b>Net Income / (Expenditure)</b>                                  | <b>(793)</b>           | <b>(938)</b> | <b>145</b>  | <b>15%</b>  | <b>(775)</b> | <b>(18)</b>                           | <b>2.3%</b>  | <b>(793)</b>         | <b>(938)</b> | <b>145</b>  | <b>15%</b>  | <b>(775)</b> | <b>(18)</b>                           | <b>2.3%</b>  |      |

## **LWARB Income and expenditure commentary**

1. £11k of interest on reserves with the GLA was earned in the quarter. Interest received on average balance was between 0.5%- 1% in the last few years. As we continue to drawdown the balance for working capital and purchasing investments, the actual amount of interest is expected to reduce year on year.
2. Grant income to June 2021 was £379k. This consists of £5k from Lourdes Foundation, accrued ERDF income of £41.5k, £3k from ECAP, £24k from Ecosurety, £305k of Green New Deal grant income.
3. Other income at £58k is £38K less than budget. The £58k figure includes £49.5k relating to Foodwave, £6k CE week sponsorship & £2.5k workshop income from City of London.
4. Local authority support programme expenditure is £304k which is 22% (£86k) under budget for the quarter. Included in this figure is staff costs of £144k and discretionary expenditure of £160k. The underspend is due to delays in project deployment because of the disruption caused by the COVID pandemic. Additionally, some underspend relates to saving in the staffing budget.
5. SME support programme/Business Transformation expenditure at £82k is 44% (£65k) under budget for the year. This is a result of staffing vacancies and reduced spending from the workshops which were moved on-line last year.
6. Business and sector support programme expenditure at £470k is 8% (£33k) over budget. The total includes Green New Deal grants of £305k awarded to SMEs in the period. The staff costs amounted to £99k and also includes programme expenditure of £66k in the period.
7. Office expenses includes cleaning costs of £4k and utilities of £1k.
8. Rent is in line with budget at £361k per annum. However, the rent change occurs from next quarter due to office move in Q2.
9. Other overheads include various costs including £50k of temporary staff hire costs, £11.4k consultancy fees and £13.5k of IT costs.
10. Professional fees at £6k is 20% over budget. The internal & external fees included in the total were accrued based on last year's fees as we have not yet received an estimate for this years work.
11. Staff costs at £190k is 7% (£14k) under budget.

# Balance Sheet

## London Waste and Recycling Board

|                                  | As at<br>30 Jun 2021<br>(£000s) | As at<br>31 Mar 2021<br>(£000s) | Change in<br>the period<br>(£000s) | Notes |
|----------------------------------|---------------------------------|---------------------------------|------------------------------------|-------|
| <b>Fixed Assets</b>              |                                 |                                 |                                    |       |
| Investments                      | 6,949                           | 5,549                           | 1,400                              | 1     |
| <b>Total Fixed Assets</b>        | <b>6,949</b>                    | <b>5,549</b>                    | <b>1,400</b>                       |       |
| <b>Current Assets</b>            |                                 |                                 |                                    |       |
| Cash at bank and in hand         | 13,364                          | 14,890                          | (1,525)                            | 2     |
| Trade debtor                     | 1                               | 1,028                           | (1,027)                            | 3     |
| Other debtors                    | 201                             | 112                             | 89                                 | 4     |
| <b>Total Current Assets</b>      | <b>13,566</b>                   | <b>16,030</b>                   | <b>(2,464)</b>                     |       |
| <b>Current Liabilities</b>       |                                 |                                 |                                    |       |
| Trade and other creditors        | 117                             | (11)                            | 129                                | 5     |
| Payroll liabilities              | 71                              | 65                              | 5                                  | 6     |
| Deferred income                  | 259                             | 308                             | (49)                               | 7     |
| Accruals                         | 53                              | 103                             | (50)                               | 8     |
| <b>Total current liabilities</b> | <b>499</b>                      | <b>465</b>                      | <b>34</b>                          |       |
| <b>Provisions</b>                |                                 |                                 |                                    |       |
| Provisions                       | 691                             | 996                             | (305)                              | 9     |
| <b>Total provisions</b>          | <b>691</b>                      | <b>996.39</b>                   | <b>(305)</b>                       |       |
| <b>Net Assets</b>                | <b>19,325</b>                   | <b>20,118</b>                   | <b>(793)</b>                       |       |
| <b>Reserves</b>                  |                                 |                                 |                                    |       |
| General fund                     | 13,570                          | 14,363                          | (793)                              | 10    |
| Other funds                      | 5,754                           | 5,754                           | -                                  |       |
| <b>Total Reserves</b>            | <b>19,325</b>                   | <b>20,118</b>                   | <b>(793)</b>                       |       |

### LWARB Balance Sheet detail and commentary

1. £1.4m was invested in the period (cash payment made). This addition related to the Greater London Investment Fund.
2. Cash at bank and in hand balance fell by 10% to £13.4m (from £14.9m). See cash flow section for detailed explanations. New bank account was opened in the period to keep the Green New Deal funds separate.
3. Trade debtor decreased by £1,027k. This was due to GLA paying the GND £1m invoice in the period, Islington council settling the £23k invoice and receiving payments for other small invoices totalling £4k.
4. Other debtors increased by £89k (79%) in the period. Other debtors includes prepayments, which increased by 139% (£31k) in the period. This was mainly due to the new office rent

deposit of £29k and advance service charges of £9k. Other debtors also include accrued ERDF income of £41.5k and accrued interest income of £11k for the period.

5. Trade creditor balance increased by £129k in the period. Few large invoices were received late in June and therefore was not included in the pay run. Most of the invoices were paid after the period.
6. The payroll liabilities balance of £71k is made up of PAYE & Pension liabilities for the month of Jun 2021. The salary cost for June was higher than March and therefore the liability was higher.
7. Deferred income balance decreased by £49k. This was due to £49k received for Milan food in the previous quarter being released to P&L in the period.
8. Accruals decreased by £50k in the period to £53k. Most of the invoices were received in the period for the costs accrued in the previous period. Additional £12k of CIRCuIT costs and £12k temp staff costs were accrued in this the period.
9. Provisions total includes both provision for committed expenditure and Green New Deal (GND). The provision for committed expenditure balance remained the same. However, GND provision reduced by £305k in the period. This is because £305k grants were approved and therefore released to the P&L.
10. The general fund balance is made up of the balance at the end of the last period £14,363k less the loss for the period of £793k.

## LWARB Cashflow analysis and commentary

### Cash Flow (£000s)

#### London Waste and Recycling Board

For the 3 months ended 30 June 2021

|  | <b>Period</b>  | Notes |
|--|----------------|-------|
| <b>Net Profit/(loss)</b>                         | (793)          | 1     |
| (Increase)/decrease in investments               | (1,400)        | 2     |
| (Increase)/decrease in trade debtors             | 1,027          | 3     |
| (Increase)/decrease in other debtors             | (58)           | 4     |
| (Increase)/decrease in prepayments               | (31)           | 5     |
| Increase/(decrease) in trade creditors           | 128            | 6     |
| Increase/(decrease) in credit card balances      | 1              | 7     |
| Increase/(decrease) in payroll liabilities       | 5              | 8     |
| Increase/(decrease) in deferred income           | (49)           | 9     |
| Increase/(decrease) in accruals                  | (50)           | 10    |
| Increase/(decrease) in Green new deal provisions | (305)          | 11    |
| <b>Net cash inflow (outflow)</b>                 | <b>(1,525)</b> |       |
| <b>Opening cash</b>                              | 14,890         |       |
| Cash movement above                              | (1,525)        |       |
| <b>Closing cash</b>                              | <b>13,364</b>  |       |

1. Net profit/loss from "operations". This includes both paid and unpaid items. The notes 2 – 10 below are adjustments to the amount to explain the cash movement in the period.
2. Net cash outflow of £1.4m to Greater London Investment Fund.
3. GLA settled the £1m invoice, Islington council settling the £23k invoice and payments received for other invoices totalling £4k.
4. Increase in other debtors subtracted to reverse the accrued/non-cash income (accrued ERDF income of £41.5k and accrued interest income of £11k).
5. Prepayment balance mostly reflects the cash deposits & advance service charge paid for the new office.
6. Trade creditor balance of £128k added back as this balance reflects non-cash items.
7. Credit card balance increase of £1k added back as it is a non-cash balance.
8. Deferred income balance of £49k was a non-cash adjustment for the period and therefore subtracted.

9. Decrease in accrual balance of £50k reflects cash payments of those accrued invoices.
10. Decrease in GND provision reflects the grants made to SMEs in the period.

Opening and closing cash reconcile to the bank account



## New reporting format

For the 3 months ended 30 June 2021

| Account  | Period       |              |              |                 | Year to date |              |              |                 | 2021/22 Budget |
|--|--------------|--------------|--------------|-----------------|--------------|--------------|--------------|-----------------|----------------|
|  | Actual       | Budget       | Variance     | Variance as a % | Actual       | Budget       | Variance     | Variance as a % |                |
|  | £000         | £000         | £000         |                 | £000         | £000         | £000         |                 | £000           |
| <b>Local authority support &amp; Communications and behaviour change</b> |              |              |              |                 |              |              |              |                 |                |
| RL - Staff costs   | 144          | 165          | (21)         | (13%)           | 144          | 165          | (21)         | (13%)           | 660            |
| Research, innovation & development (RID)                                 | 66           | 31           | 35           | 112%            | 66           | 31           | 35           | 112%            | 125            |
| Behaviour Change Campaigns (BCC)   | 39           | 70           | (31)         | (44%)           | 39           | 70           | (31)         | (44%)           | 280            |
| Focus area projects (RL; FAP)  | 23           | 28           | (5)          | (16%)           | 23           | 28           | (5)          | (16%)           | 110            |
| Capacity building (CB)   | 0            | 13           | (12)         | (98%)           | 0            | 13           | (12)         | (98%)           | 50             |
| Service advice & support (SA&S)  | -            | 71           | (71)         | (100%)          | 0            | 71           | (71)         | (100%)          | 284            |
| Circular directory (CD)  | 31           | 13           | 18           | 148%            | 31           | 13           | 18           | 148%            | 50             |
| <b>Total</b>   | <b>304</b>   | <b>390</b>   | <b>(86)</b>  | <b>(22%)</b>    | <b>304</b>   | <b>390</b>   | <b>(86)</b>  | <b>(22%)</b>    | <b>1,559</b>   |
| <b>Business and sector support, &amp; Business Transformation</b>        |              |              |              |                 |              |              |              |                 |                |
| CE - Staff costs   | 99           | 90           | 9            | 10%             | 99           | 90           | 9            | 10%             | 359            |
| CE Week (CEW)  | 34           | 10           | 24           | 244%            | 34           | 10           | 24           | 244%            | 40             |
| Research   | 3            | 25           | (22)         | (90%)           | 3            | 25           | (22)         | (90%)           | 100            |
| Commercialisation (Commerc)  | 12           | 5            | 7            | 140%            | 12           | 5            | 7            | 140%            | 20             |
| Investment in knowledge (IiK)  | -            | 10           | (10)         | (100%)          | 0            | 10           | (10)         | (100%)          | 40             |
| Corporate engagement (Corp Eng)  | -            | 1            | (1)          | (100%)          | 0            | 1            | (1)          | (100%)          | 5              |
| CIRCuIT Staff costs  | -            | 38           | (38)         | (100%)          | 0            | 38           | (38)         | (100%)          | 154            |
| CIRCuIT Project expenditure  | 15           | 44           | (29)         | (65%)           | 15           | 44           | (29)         | (65%)           | 175            |
| CIRCuIT Funding  | -            | (82)         | 82           | (100%)          | 0            | (82)         | 82           | (100%)          | (329)          |
| GND Staff costs  | -            | 29           | (29)         | (100%)          | 0            | 29           | (29)         | (100%)          | 115            |
| GND Project expenditure  | 306          | 184          | 122          | 66%             | 306          | 184          | 122          | 66%             | 737            |
| GND Funding  | (305)        | (213)        | (92)         | 43%             | (305)        | (213)        | (92)         | 43%             | (851)          |
| AL / ERDF Staff costs  | 80           | 117          | (37)         | (32%)           | 80           | 117          | (37)         | (32%)           | 467            |
| AL / ERDF Project expenditure  | 2            | 30           | (28)         | (93%)           | 2            | 30           | (28)         | (93%)           | 119            |
| AL / ERDF Funding  | -            | (82)         | 82           | (100%)          | 0            | (82)         | 82           | (100%)          | (328)          |
| <b>Total</b>   | <b>246</b>   | <b>206</b>   | <b>41</b>    | <b>20%</b>      | <b>246</b>   | <b>206</b>   | <b>41</b>    | <b>20%</b>      | <b>823</b>     |
| <b>Central Costs</b>   |              |              |              |                 |              |              |              |                 |                |
| Staff  | 190          | 204          | (14)         | (7%)            | 190          | 204          | (14)         | (7%)            | 816            |
| Office expenses  | 84           | 11           | 74           | 686%            | 79           | 11           | 69           | 639%            | 44             |
| Other overheads  | (3)          | 39           | (42)         | (107%)          | (3)          | 39           | (42)         | (107%)          | 157            |
| Office Rent and related costs  | 90           | 90           | 0            | 0%              | 95           | 90           | 5            | 6%              | 360            |
| Professional fees  | 18           | 5            | 13           | 262%            | 18           | 5            | 13           | 262%            | 20             |
| Marketing and communications   | 6            | 17           | (11)         | (65%)           | 6            | 17           | (11)         | (65%)           | 70             |
| <b>Total</b>   | <b>386</b>   | <b>366</b>   | <b>20</b>    | <b>5%</b>       | <b>386</b>   | <b>366</b>   | <b>20</b>    | <b>5%</b>       | <b>1,467</b>   |
| <b>Revenue programme</b>   |              |              |              |                 |              |              |              |                 |                |
| Resource London  | (24)         | (10)         | (14)         | 138%            | (24)         | (10)         | (14)         | 138%            | (40)           |
| Accreditation service  | -            | (2)          | 2            | (100%)          | 0            | (2)          | 2            | (100%)          | (10)           |
| Training   | -            | (2)          | 2            | (100%)          | 0            | (2)          | 2            | (100%)          | (10)           |
| Fundraising  | (50)         | (6)          | (44)         | 697%            | (50)         | (6)          | (44)         | 697%            | (25)           |
| Sponsorship  | (6)          | (2)          | (4)          | 140%            | (6)          | (2)          | (4)          | 140%            | (10)           |
| Other income   | (52)         | -            | (52)         | 0%              | (52)         | 0            | (52)         | 0%              | -              |
| <b>Total</b>   | <b>(132)</b> | <b>(24)</b>  | <b>(108)</b> | <b>454%</b>     | <b>(132)</b> | <b>(24)</b>  | <b>(108)</b> | <b>454%</b>     | <b>(95)</b>    |
| <b>NET PROGRAMME EXPENDITURE</b>   | <b>804</b>   | <b>938</b>   | <b>(134)</b> | <b>(14%)</b>    | <b>804</b>   | <b>938</b>   | <b>(134)</b> | <b>(14%)</b>    | <b>3,754</b>   |
| <b>Investments</b>   |              |              |              |                 |              |              |              |                 |                |
| Investment income  | (11)         | -            | (11)         | 0%              | (11)         | 0            | (11)         | 0%              | 0              |
| Investment expenditure   | -            | 554          | (554)        | (100%)          | 0            | 554          | (554)        | (100%)          | 2,214          |
| <b>Total</b>   | <b>(11)</b>  | <b>554</b>   | <b>(565)</b> | <b>(102%)</b>   | <b>(11)</b>  | <b>554</b>   | <b>(565)</b> | <b>(102%)</b>   | <b>2,214</b>   |
| <b>LWARB NET SPENT</b>   | <b>793</b>   | <b>1,492</b> | <b>(699)</b> | <b>(47%)</b>    | <b>793</b>   | <b>1,492</b> | <b>(699)</b> | <b>(47%)</b>    | <b>5,968</b>   |



## **ReLondon (London Waste and Recycling Board) Scheme of Delegated Authority**

### **Preamble**

The London Waste and Recycling Board Order allows the Board to authorise an individual member of the Board, an employee of the Board or a Committee of the Board to carry out any of its functions that it chooses.

All decisions are required to be made by the Board if they are not delegated to another person or committee either in this Scheme of Delegated Authority or by specific decision of the Board.

This Scheme of Delegated Authority was adopted by the Board on 30 September 2021 and supersedes all previous versions.

### **Policy**

Authority for making all decisions on the Board's policy sits with the Board. ReLondon's main expression of policy is the Business Plan which it is required to publish each year.

### **Staffing and Remuneration**

Authority for changes to the permanent establishment, pay and pay policy is delegated by the Board to the Audit Committee. Appointment of temporary staff (< two-year appointments), whether contractors or employees, is delegated to the CEO.

The day-to-day management of all staff (including recruitment of new staff) is delegated to the Chief Executive Officer to operate under the policies and procedures as agreed by the Board and/or Audit Committee (for example, the Pay Policy and other policies agreed in the Employee Handbook).

### **Budgets**

Overall budgets for ReLondon's programmes and operations are agreed by the Board through its business plan. Subsequent decisions on how budgets are deployed are delegated to the Chief Executive and the Senior Management Team, subject to the approval limits set out below.

### **Virements**

- Any virements between approved Business Plan budget lines below £50,000 shall require the approval of the Chief Executive Officer and will be reported to the next meeting of the Audit Committee.

- Any variations between approved Business Plan budget lines of between £50,000 and £100,000 shall require the approval of the Audit Committee at the next Audit Committee meeting.
- Any variations between approved Business Plan budget lines over £100,000 shall require the approval of the Board.

## **Funding Agreements**

The following criteria for entering into inward funding agreements are to be applied:

- If the project for which funding is sought is within the scope and time horizon of the current business plan, and the cost to ReLondon of any funding (i.e. match funding) is within the Chief Executive's delegated authority, the decision to make an application should be for the Chief Executive to make.
- If the project is within the scope of the current business plan, but reaches beyond its time horizon, approval should be sought from the Board Chair.
- If the project is outside scope of the business plan or significantly outside of the time horizon (eg more than three years beyond the business plan period), approval should be sought from the Board.

## **Approval of Expenditure**

The tables below show the maximum spending authorities (in pounds sterling, including VAT) for different programmes. These limits apply to the ordering of goods and services as well as to the paying of invoices.

## **Further Delegations**

Those to whom spending authority has been delegated may further delegate authority others within their teams. Such onward delegation is not included in this SODA but is included below for information.

## HR and Staffing

| Activity   | Note   | Board  | Board Chair | Audit Cttee           | Audit Cttee Chair | CEO                | Head of Programme<br>(Resource/Circular London) | Head of Communications and Behaviour Change | Head Director of Finance and Operations and Governance | Governance & Secretariat Officer |
|--|--|--|-------------|-----------------------|-------------------|--------------------|---|---|--|----------------------------------|
| External Permanent Appointments                      | Standard contracts within pay policy only.   |  |             |                       |                   | All                |   |   |  |                                  |
| Fixed term appointments, secondment or agency staff. | Appointments less than two years in duration only.   |  |             |                       |                   | All                |   |   |  |                                  |
| Pay increments                                       | Within pay policy only.  |  |             |                       | CEO's             | All (except CEO's) |   |   |  |                                  |
| Annual Cost of Living Pay Award                      | Within pay policy only.  |  |             | All (including CEO's) |                   |                    |   |   |  |                                  |
| Ex gratia payments and Performance Related Pay       |  |  |             | >10,000               | 10,000            | 5,000              |   |   |  |                                  |
| Staff Loans  | Loans other than transport season ticket loans may not be approved other than with the explicit approval of the Board Chair. |  |             | >10,000               |                   | 10,000             |   |   |  |                                  |
| Expenses Claims                                      |  | >10,000  | 10,000      |                       | 1000              | 1,000              | 500   | 500   | 1000   | 500                              |
|  |  | <p>Notes</p> <ul style="list-style-type: none"> <li>All staff expenses claims must be approved by the claimant's line manager or the Head of Finance &amp; Operations, unless for an amount greater than that manager's delegated authority, in which case they are to be approved by the CEO, the Board Chair or the Board.</li> <li>Board Members' expenses are to be approved by the CEO unless for an amount greater than the CEO 's delegated authority, in which case they are to be approved by the Board Chair, or the Board.</li> <li>Expenses incurred by Committee members who are not Board members are to be approved by the CEO or the Chair of the Board, unless for an amount greater than the CEO 's delegated authority, in which case they are to be approved by the Board Chair, or the Board.</li> <li>The CEO 's expenses must be approved by the Board Chair</li> </ul> |             |                       |                   |                    |   |   |  |                                  |

- The Chair's expenses must be approved by the Audit committee Chair.
- All expenses must be in accordance with the Board's expenses policy.

### Programme activities

| Activity  | Note | Board   | Board Chair | Audit Cttee | Audit Cttee Chair | CEO  | Head of Programme<br>(Resource London/Circular London) | Head of Communications and Behaviour Change | Head of Finance Director of Operations and Governance                 | Governance & Secretariat Officer |
|---|------|---|-------------|-------------|-------------------|--|--|---|---|----------------------------------|
| Programme Costs (Circular Economy and Resource London)  |      | >100,000  |             |             |                   | 100,000  | 50,000   | 10,000                                      | 50,000  |                                  |
| Investments – amendment to existing investments         |      | >200,000  |             |             |                   | 200,000 or Approval on behalf of the Board if greater* | Approval on behalf of the Board*                       |   | Signature on behalf of the CEO or Head of Programme – Circular London |                                  |
| New Investments.  |      | >200,000  |             |             |                   | 200,000 or Approval on behalf of the Board if greater* | Approval on behalf of the Board*                       |   | Signature on behalf of the CEO or Head of Programme                   |                                  |
| Investment Development, Evaluation and Monitoring Costs |      |   |             |             |                   | 100,000  | 50,000   |   |   |                                  |
|   |      | <p><b>Note: Investment Programme</b><br/>           The Board shall approve any new investment proposals, or amendments to existing ones, with a value greater than £200,000, based on recommendations from officers,. Unless specifically decided otherwise, the detailed negotiations and contracting are delegated by the Board to the Head of Programme—<del>Business Transformation &amp; Sector Support-Circular London</del> who shall seek further approval from the Board should there be a material adverse change to the proposal as originally agreed. The Board may delegate to the Head Programme, and the CEO the authority to negotiate and sign contracts on its behalf subject to the qualification above. Other investment proposals or amendments to existing ones with a value less than £200,000 will be approved by the Chief Executive in consultation the Head of Programme and also with the Chair of the Board if of greater value than £200,000.</p> <p>*Where a commitment has previously been made by the Board</p> |             |             |                   |  |  |   |   |                                  |

**Central costs**

| Activity                        | Note   | Board    | Board Chair | Audit Cttee | Audit Cttee Chair | CEO     | Head of Programme<br>(Resource London/Circular London) | Head of Communications and Behaviour Change | Head of Finance and Director of Operations and Governance | Governance & Secretariat Officer |
|---------------------------------|--|----------|-------------|-------------|-------------------|---------|--|---|---|----------------------------------|
| Operational expenditure         | Expenditure in accordance with contracts already approved at an appropriate level may be approved by the CEO or the Head of Finance & Operations | >150,000 | 150,000     |             |                   | 100,000 | 25000  | 50000                                       | 100,000   | 5000                             |
| Settlement of legal proceedings |  | >30,000  | 30,000      |             |                   | 20,000  |  |   |   |                                  |

**Further delegations (as agreed internally)**

| From  | To                                     | Limit  | Note                           |
|---|--|--------|--------------------------------|
| Head of Programme ( <del>Resource London Local Authority Support</del> )                    | Senior Advisors                        | 10,000 | Programme costs                |
| Head of Programme (Resource London)/Head of Communications & Behaviour Change               | Communications and Campaign Leads      | 1,000  | Programme or corporate costs   |
| Head of Programme ( <del>Circular Economy</del> Business Transformation & Sector Support)   | Senior Advisors                        | 10,000 | Programme costs                |
| Head of Programme (Business Transformation & Sector Support)( <del>Circular Economy</del> ) | Advance London Business Advice Manager | 25,000 | Advance London Programme costs |
| Head of Programme (Business Transformation & Sector Support)( <del>Circular Economy</del> ) | Advance London Project Manager         | 5,000  | Programme costs                |
| Head of Programme (Business Transformation & Sector Support)( <del>Circular Economy</del> ) | Project Manager – Built Environment    | 10,000 | Programme costs                |
| Governance & Secretariat Officer  | Community and Office Manager           | 1,000  | Central, overheads only.       |

## Bank Mandates

### Approvals required by signatories

|   |  |    |               |    |    |    |    |
|---|--|----|---------------|----|----|----|----|
| Cheque Payments                                 | Up to £5000 two signatories one of which must be Group A or B; > £5000 two signatories one of which must be Group A  |    |               |    |    |    |    |
| Standing Orders and Direct Debits               | Up to £5000 two signatories one of which must be Group A or B; > £5000 two signatories one of which must be Group A  |    |               |    |    |    |    |
| Electronic banking (internal transfers)         | WH or EC only  |    |               |    |    |    |    |
| BACs Run  | Up to £1,000,000 any two signatories one of which must be Group A or Group B;<br>above £1,000,000 any two signatories one of which must be group A<br>(individual items to be initialled in line with Cheque Payments) |    |               |    |    |    |    |
| CHAPs   | Up to £5000 two signatories one of which must be Group A or B; > £5000 two signatories one of which must be Group A  |    |               |    |    |    |    |
| Changes to mandate                              | Two Group A signatories  |    |               |    |    |    |    |
| Signatory                                       | BM   | WH | <del>EC</del> | AB | PM | AM | AL |
| Signatory Group                                 | A  | A  | <del>A</del>  | B  | B  | B  | C  |
| BM - Board Member                               |  |    |               |    |    |    |    |
| WH - Wayne Hubbard                              |  |    |               |    |    |    |    |
| <del>EC - Eddie Confoy</del>                    | -  | -  | -             | -  | -  | -  |    |
| AB - Antony Buchan                              |  |    |               |    |    |    |    |
| PM - Pauline Metivier <del>(from 31/3/21)</del> |  |    |               |    |    |    |    |
| AL - Adam Leibowitz                             |  |    |               |    |    |    |    |