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**Chief Executive Officer's Report**

<b>Board paper title</b>	Paper 30/06/22 - 2
<b>Chief Executive Officer's Report</b>	
<b>Report by</b>	Wayne Hubbard
<b>Job Title</b>	Chief Executive Officer
<b>Date of decision</b>	Board Meeting 30 June 2022

<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.</li> <li>• Approve sponsorship guidelines included at Appendix 5.</li> <li>• Approve the addition to the Scheme of Delegated Authority detailed below.</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> None
<b>Financial</b> None
<b>Equalities</b> None

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## Chief Executive Officer's Report

### 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 and to seek approval of a proposal for evaluating sponsorship propositions and consequent amendments to the Scheme of Delegated Authority.

### Report

#### Top issues

Strategic future planning (funding) – this continues to be the most important issue. We decided to reprocure a new consultant to help us to develop our future funding strategy. We will be working with James Barrett-Miles, who helped us to develop our commercial strategy. James is establishing meetings with key staff and Board members and will be developing a strategy for presentation to the Board in September.

Staffing – with the recruitment of a Director of Operations and Governance, Jo Rogers will be reviewing staffing policies, including reward, training and contracts. Discussions with other similar organisations indicate that staff recruitment and retention is an industry-wide issue.

Commercialisation – the development of our commercial offers continues with the formalisation of our consultancy offer, roll out of the established modules within the academy and continuing to explore the commercial offers that can be built via the matchmaker platform. This year's order book currently stands at approximately 40% of that budgeted. See confidential section of Paper 4 for further details.

The focus for the next quarter will be on establishing an effective marketing strategy for all the commercial products to build the order book; market testing for new academy modules; the matchmaker and alternative procurement routes for consultancy. We will also determine what proportion of staff time to make available for delivering consultancy services as currently the majority of staff time is already allocated to other projects. We will continue to explore opportunities to partner with other organisations to respond to consultancy offers.

#### Staffing

Since the last meeting of the Board (24 March 22) the following staff changes have taken place, or will do so in the next few months.

#### *Leavers*

- Financial Controller
- Communications and Campaigns Lead, Communications Team
- Business Engagement Co-ordinator, Business Transformation Team.
- Senior Advisor, Local Authority Support

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### *Starters*

- Business Engagement Lead, Business Transformation, (fixed term, maternity cover)
- Online Community Manager, Business Transformation (fixed term, new position)
- CIRCuIT Project Manager (fixed term, replacement)
- Built Environment Strategic Advisor, CIRCuIT (fixed term, amended position)

### *Recruitment*

Recruitment is underway for the following positions:

- Senior Advisor, Local Authority Support
- Advisor, Local Authority Support
- Strategic Advisor, Local Authority Support
- Financial Controller, Central Team
- Senior Business Advisor, Business Transformation

At the time of drafting this paper, offers of employment have been made for all of these positions, and the successful applicants will be joining between July and September.

## **Communications and publicity**

### Press releases:

Only one press release has been distributed since the last Board meeting:

- **Circular Economy Week 2022 / jobs and skills report** – 13<sup>th</sup> June 2022 – an initial announcement of CE Week 2022 was released for business listings titles; and a full news release promoting CE Week with headline findings from the jobs and skills report, 'The circular economy at work', was given as an exclusive to Business Green and published on 13th June. The release was then shared more widely with other outlets. Additional coverage has been achieved at time of writing in 10 outlets including Climate Action; London Loves Business; and Materials Recycling World.
- In addition an op-ed article on the report and promoting CE Week 2022, by Wayne Hubbard, has been accepted by London Loves Business and is awaiting publication.

Media coverage achieved since the last Board meeting relating to other events, projects and partnerships – including op-ed articles by members of the ReLondon team – is contained at Appendix 2.

### Events:

**Circular Economy Week** is taking place at the time of writing this paper. The launch event, 'Circular capacity, city-wide recovery', achieved over 70 live delegates and will be seen by many more on catch-up as it is promoted by ReLondon, speakers and panellists and all of our CE Week supporters.

The week as a whole had almost 60 events run either by ReLondon (6 events) or a diverse network of partners across London and beyond. Collaborative events with LEDNet and the One World Living programme engaged directly with London's local government audience; and many more connected with businesses, charities, community groups and citizens during the week. Most events still took place online with only citizen-focused events such as cookery workshops taking place in-person.

Other events at which ReLondon has been represented since the last Board meeting include:

- **Responsible Business Summit** – 9<sup>th</sup> June 2022 – conference hosted by Reuters at which Wayne Hubbard participated in a panel discussion on shifting net zero ambitions to collaborative action
- **LOOP Circular Cities** – 28<sup>th</sup> April 2022 – in-person 2-day conference run by LOOP in Copenhagen; Antony Buchan presented on 'Shaping the future of consumption' to an international audience of sustainability professionals, CE stakeholders, policy makers and influencers
- **Ellen MacArthur Foundation innovation day** – 31<sup>st</sup> March 2022 – Lamia Sbiti and Wayne Hubbard took part in the Foundation's live/televised event discussing 'How do we accelerate innovation towards a circular economy'
- **Circular Economy Roadshow** – 10<sup>th</sup> May 2022 – webinar run by BLUEPRINT at which Cathy Cook presented on making recycling in flat blocks & HMOs work

Full detail of all other events since the last Board is in Appendix 3.

### Podcast:

A full update is provided in the Programme Update paper.

### **Dashboard Project Commentary**

Detailed updates on programmes are included in paper 3. The dashboard is attached at Appendix 1. Commentary below details project changes highlighted on the dashboard.

The 'commercial waste data' project has moved from amber to red. A full explanation of this change is given in the programme updates paper. This is due to Defra announcing its own national waste data project. Defra's multi-year project has a budget of nearly £2 million. ReLondon is exploring with Defra how London's data requirements might be met and whether there are opportunities for ReLondon's involvement. Until this is resolved the Commercial Waste Data project will remain on hold. This may lead to the allocated budget for this project being redistributed. NB. The budget for this project was rolled over from 2021-22 and was not part of the 2022-23 programme budget.

'Love Not Landfill (core)' has changed from amber to green as we now have a full-time campaigns executive in post who spends 50% of their time on Love Not Landfill campaign maintenance.

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'Love Not Landfill partnership events' has changed from green to grey, as the live pop-up shop project (funded by Vanish and Oxwash) is complete; and no funded events are as yet being pursued for the coming year, due to lack of internal resources.

'Podcast' has changed from amber to green, as a new producer has been appointed who will start co-creating episodes with us from July 2022 onwards. The target of 10 episodes in this plan year is considered still to be achievable.

CIRCuIT Programme. This had previously been changed to amber due to resourcing issues arising from staff departures/moves. These have now been resolved so the project status is put back to green.

### **Audit Committee Activity**

The Committee, chaired by Joe Murphy, met once on 16 March 2022 since the last meeting of the Board. The following items were discussed:

#### **Q4 Finance Report 2021/22**

The Committee approved the Q4 Finance Report (attached at Appendix 4 for information).

The Chair noted the improvements to the finance report and thanked the executive for their efforts.

#### **Budget 22/23**

The Committee noted and approved the minor amendments in the form of carry forwards in the 2022/23 budget (included in Appendix 4). The Committee noted that the budgeted commercial revenue income was quite modest for 2022/23, and agreed that the Committee should review this.

#### **Investment update**

The Committee received a (verbal) update on current investments. See the confidential Part B of Paper 4 (Programmes Update) on the current agenda for further details.

#### **Treasury Management**

The Committee noted the low returns on ReLondon's reserves compared to current interest rates and requested that officers carry out some further investigation into options for increasing this and the associated risks.

#### **Internal Audit**

The Committee noted the Annual Internal Audit Report and Assurance Review prepared by internal auditors TIAA/Ankura giving a substantial assurance evaluation of ReLondon's operations. Further details are included in Paper 3 (AGAR) on this meeting's agenda.

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

The Committee approved the governance and accounting statements of the 2021/22 AGAR and recommended they be approved by the Board (see Paper 3 on this meeting's agenda).

### **HR Update**

The Committee noted the HR update presented (see Staffing section of this paper for details).

### **Risk Register**

The Committee reviewed the current organisational risk register, and approved recommended changes (in particular the removal of the individual risks around Brexit and COVID, which were incorporated into a general risk around global uncertainty, assessed be of medium likelihood and medium impact).

The Committee agreed an amendment to the wording of Risk 1 (insufficient funds to deliver programmes) to extend beyond the current business plan period (to 2025) and therefore concluded that this was of high likelihood, making it a high risk overall. This is brought to the attention of the Board in line with the risk management strategy. The full risk register is attached at Appendix 6.

The Committee noted the risk register could be more focused on a smaller number of higher level organisational risks and recommended a dedicated Board-level discussion of the Risk Register at a future date.

### **Sponsorship**

Following Repair Week 2022 during which sponsorship selection and management processes were subject to discussion, the fundraising and communications team have developed a set of guidelines and a simple process for identifying, securing, authorising, managing and communicating sponsors' involvement with ReLondon projects, campaigns and events.

This is contained at Appendix 5 for discussion and approval.

Subject to the Board's approval of the proposals included at Appendix 5, the Board is recommended to approve the addition of the following text to the Scheme of Delegated Authority:

#### **Sponsorship approvals**

All proposals for sponsorship of ReLondon/ReLondon Events are to be agreed, following appropriate due diligence and risk assessment, at to be approved as follows:

- A sponsorship below £15,000 and with a low likelihood of risk is to be approved by the relevant Head of Programme.

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- All sponsorships (a) above £15,000 or (b) below that sum but with a high likelihood of risk to be approved by the CEO following consideration by the Fundraising Working Group.
- In the event of a high risk, high potential gain sponsorship above £15,000 the ReLondon Board may be approached for views and/or sign-off.
- Any sponsorship proposal greater than £50,000 but less than £100,000 will require the approval of the Chair of the Board.
- Any sponsorship proposal of £100,000 or greater will require the approval of the Board.

### Supporting papers/appendices

- Appendix 1 Project dashboard
- Appendix 2 Media coverage
- Appendix 3 Events list
- Appendix 4 Q4 Finance report
- Appendix 5 Sponsorship approvals
- Appendix 6 Risk Register

ReLondon - Project dashboard (2022/23)

June 2022

Local Authority Support	Business and Sector Support	Communications and Behaviour Change	Research	Food	Plastics	Textiles	Built Environment	Electricals	Corporate Projects
Flats planning guidance development	Business Transformation (Green New Deal)	Borough comms materials update	Commercial waste data <span style="color: red;">●</span>	Food flagship initiative	Low plastics zone network development	Love Not Landfill (core) <span style="color: orange;">●</span>	CIRCuIT <span style="color: orange;">●</span>	See London Repair Week under Comms and Behaviour Change.	Change strategy and delivery - employee value proposition
Waste composition analysis protocol testing	Business Transformation (ERDF)	Commercial marketing	Jobs and Skills in a London circular economy	Circular food waste reduction project		#Love Not Landfill partnership events <span style="color: green;">●</span>			2030 Sustainability Routemap
Service communication support	Circular economy Training Academy	CE Week 2022	Materials flow analyses	Food Wave					Fundraising Strategy - ongoing development
Reduction & Recycling Plans development support	Circular economy directory (Matchmaker)	London Recycles (core)	Methodology for evaluating outcomes and impact	Food Waste Reduction Pilot					Commercial Development
RWS impact support	Islington Council CE Grants Scheme	London-wide recycling campaign	Data/Insights on market opportunities for businesses	Pan-London food campaign (new)					
	Circular Economy Outcome Fund	Podcast <span style="color: orange;">●</span>	Commercial waste pricing research report						
		Repair Week 2023	Flats above commercial premises						
		Corporate marketing/comms							
		Recycle Week 2022							
Local Authority service advice & support									
Ultra Low Waste Neighbourhood									
One World Living									

Key

On track	Issue - being managed	Significant issue preventing delivery	Not started	<span style="color: blue;">●</span> <span style="color: green;">●</span> <span style="color: orange;">●</span> <span style="color: red;">●</span> Status in previous period
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Suspended Projects

Short term lets	Three weekly residual waste collections
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## Media coverage

Date of publication	Story	Publication/website	Headline	Circulation	URL (if applicable)
15th June	BT Mention	Catamarca News	Cities Advancing and Circular Economy		<a href="https://catamarcanews.com/cities-advancing-and-circular-economy/">https://catamarcanews.com/cities-advancing-and-circular-economy/</a>
14th June	CE Week/Jobs and skills report	Climate Action	Circular economy predicted to create over a quarter of a million new jobs for Londoners		<a href="https://www.climateaction.org/news/circular-economy-predicted-to-create-over-a-quarter-of-a-million-new-jobs-f">https://www.climateaction.org/news/circular-economy-predicted-to-create-over-a-quarter-of-a-million-new-jobs-f</a>
14th June	CE Week/Jobs and skills report	Techy-job.com	Round economic system predicted to create over 1 / 4 of 1,000,000 new jobs for Londoners over the subsequent ten years – London Enterprise Information		<a href="https://techy-job.com/round-economic-system-predicted-to-create-over-1-4-of-1000000-new-jobs-for-londoners-over-the-subsequent-ten-years-london-enterprise-information/">https://techy-job.com/round-economic-system-predicted-to-create-over-1-4-of-1000000-new-jobs-for-londoners-over-the-subsequent-ten-years-london-enterprise-information/</a>
14th June	CE Week/Jobs and skills report	London loves Business	Circular economy predicted to create over a quarter of a million new jobs for Londoners over the next ten years		<a href="https://londonlovesbusiness.com/circular-economy-predicted-to-create-over-a-quarter-of-a-million-new-jobs-for-londoners-over-the-next-ten-years/">https://londonlovesbusiness.com/circular-economy-predicted-to-create-over-a-quarter-of-a-million-new-jobs-for-londoners-over-the-next-ten-years/</a>
13th June	CE Week	Islington Council recycling newsletter	The fifth annual circular economy showcase #CEweek2022		<a href="https://content.govdelivery.com/accounts/UKISLINGTON/bulletins/31b8ebf?reqfrom=share">https://content.govdelivery.com/accounts/UKISLINGTON/bulletins/31b8ebf?reqfrom=share</a>
13th June	CE Week/Jobs and skills report	Materials Recycling World	Circular economy predicted'could create London jobs'		<a href="https://www.mrw.co.uk/news/circular-economy-could-create-london-jobs-13-06-2022/">https://www.mrw.co.uk/news/circular-economy-could-create-london-jobs-13-06-2022/</a>
13th June	CE Week/Jobs and skills report	Hebden Bridge News	Circular economy predicted to create over 250,000 new London jobs over next decade		<a href="https://hebdenbridgenews.com/circular-economy-predicted-to-create-over-250000-new-london-jobs-over-next-decade/">https://hebdenbridgenews.com/circular-economy-predicted-to-create-over-250000-new-london-jobs-over-next-decade/</a>
13th June	CE Week/Jobs and skills report	Circular Online	Circular economy predicted to create over 250,000 new London jobs over next decade		<a href="https://www.circularonline.co.uk/news/circular-economy-predicted-to-create-over-250000-new-london-jobs-over-next-decade/">https://www.circularonline.co.uk/news/circular-economy-predicted-to-create-over-250000-new-london-jobs-over-next-decade/</a>
13th June	CE Week/Jobs and skills report	Business Green	Study: Circular economy could unlock more than a quarter million jobs in London by 2030		<a href="https://www.businessgreen.com/news/4051099/study-circular-economy-unlock-quarter-million-jobs-london-2030?utm_source=twitter&amp;utm_medium=social">https://www.businessgreen.com/news/4051099/study-circular-economy-unlock-quarter-million-jobs-london-2030?utm_source=twitter&amp;utm_medium=social</a>
8th June	CE Week 2022	London Borough of Hounslow	Join the revolution: Circular Economy Week		<a href="https://www.hounslow.gov.uk/news/article/2631/join_the_revolution_circular_economy_week">https://www.hounslow.gov.uk/news/article/2631/join_the_revolution_circular_economy_week</a>
27th May	Interview	edie	#SustyTalk: ReLondon's Lamia Sbiti on how businesses can collaborate for a circular economy		<a href="https://www.edie.net/112476-2/">https://www.edie.net/112476-2/</a>
20th May	Putney Pedals win	Let's Recycle	Ceremony reveals winners of 2022 Awards for Excellence		<a href="https://www.letsrecycle.com/news/ceremony-reveals-winners-2022-awards-for-excellence/">https://www.letsrecycle.com/news/ceremony-reveals-winners-2022-awards-for-excellence/</a>
17th May	WH ranking	ENDS Rreport	ENDS Report Power List 2022		<a href="https://www.endsreport.com/article/1756270/power-list-2022-uks-100-influential-environmental-professionals#group-section-H-I-2bB933YIVE">https://www.endsreport.com/article/1756270/power-list-2022-uks-100-influential-environmental-professionals#group-section-H-I-2bB933YIVE</a>
13th May	Mention/BE	British Council for Offices blog	Circularity in practice - optimising the finite		<a href="https://bcoviewpoint.blogspot.com/2022/05/circularity-in-practice-optimising.html">https://bcoviewpoint.blogspot.com/2022/05/circularity-in-practice-optimising.html</a>
12th May	LNL	City AM	Slow fashion: Zara introduces return fee as customers 'count every penny'		<a href="https://www.cityam.com/slow-fashion-zara-introduces-return-fee-as-customers-count-every-penny/">https://www.cityam.com/slow-fashion-zara-introduces-return-fee-as-customers-count-every-penny/</a>
11th May	Mention	Kent County Council	Discover the 'No Waste Circular Economy' BLUEPRINT Virtual Roadshow		<a href="https://kccmediahub.net/discover-the-no-waste-circular-economy-blueprint-virtual-roadshow745">https://kccmediahub.net/discover-the-no-waste-circular-economy-blueprint-virtual-roadshow745</a>
9th May	Jean and Beverley list ranking	Resource	Resource Hot 100 List 2022		<a href="https://resource.co/article/resource-hot-100-2022-full-list-revealed">https://resource.co/article/resource-hot-100-2022-full-list-revealed</a>

3rd May	FFI Mention	Circle Economy blog	As cities race to net-zero, the Circle Carbon Scan will provide new avenues for impact	<a href="https://circularonline.medium.com/as-cities-race-to-net-zero-the-circle-carbon-scan-will-provide-new-avenues-for-impact-2cc6d539a393">https://circularonline.medium.com/as-cities-race-to-net-zero-the-circle-carbon-scan-will-provide-new-avenues-for-impact-2cc6d539a393</a>
29th April	BT Mention	Buzz.ie	Swapping clothes to save the planet	<a href="https://www.buzz.ie/lifestyle/fashion/swapping-clothes-fast-fashion-sustainability-26791753">https://www.buzz.ie/lifestyle/fashion/swapping-clothes-fast-fashion-sustainability-26791753</a>
27th April	Op-ed	Circular online	Don't despair, repair: Why repair is on the rise	<a href="https://www.circularonline.co.uk/features/dont-despair-repair-why-repairing-is-on-the-rise/">https://www.circularonline.co.uk/features/dont-despair-repair-why-repairing-is-on-the-rise/</a>
27th April	Mention	Let's Recycle	EPR a guessing game for local authorities	<a href="https://www.letsrecycle.com/news/epr-a-guessing-game-for-local-authorities/">https://www.letsrecycle.com/news/epr-a-guessing-game-for-local-authorities/</a>
14th April	Mention	Clacton Gazette	Essex County Council to run free webinars on waste reduction	<a href="https://www.clactonandfrintongazette.co.uk/news/20069466.essex-county-council-run-free-webinars-waste-reduction/">https://www.clactonandfrintongazette.co.uk/news/20069466.essex-county-council-run-free-webinars-waste-reduction/</a>
12th April	Mention	Big Society Capital	Ideas for impact - one year on	<a href="https://bigsocietycapital.com/latest/ideas-for-impact-one-year-on/">https://bigsocietycapital.com/latest/ideas-for-impact-one-year-on/</a>
12th April	Awards shortlisting	Let's Recycle	Awards for Excellence shortlist	<a href="https://www.letsrecycle.com/news/awards-for-excellence-2022-finalists-announced/">https://www.letsrecycle.com/news/awards-for-excellence-2022-finalists-announced/</a>
4th April	Jean, presenting at event	French Morning - London	Europe Ecology The Greens UK organises a participatory eco-citizen event in London	<a href="https://london.frenchmorning.com/europe-ecologie-les-verts-royaume-uni-organise-un-evenement-eco-citoyen-participatif-a-londres/">https://london.frenchmorning.com/europe-ecologie-les-verts-royaume-uni-organise-un-evenement-eco-citoyen-participatif-a-londres/</a>
30th March	Transform Awards win	Transform magazine	Tranform europe Winners	<a href="https://www.transformmagazine.net/awards/europe/the-winners/">https://www.transformmagazine.net/awards/europe/the-winners/</a>
31st March	Business Transformation	Ellen MacArthur Foundation	Live from London: How do we accelerate innovation towards a circular economy?	<a href="https://ellenmacarthurfoundation.org/videos/live-from-london-how-do-we-accelerate-innovation-towards-a">https://ellenmacarthurfoundation.org/videos/live-from-london-how-do-we-accelerate-innovation-towards-a</a>
30th March	Jean, Rising Star win	edie	Sustainability Leaders Awards 2022: Winners revealed at dazzling ceremony	<a href="https://www.edie.net/sustainability-leaders-awards-2022-winners-revealed-at-dazzling-ceremony">https://www.edie.net/sustainability-leaders-awards-2022-winners-revealed-at-dazzling-ceremony</a>
18th March	Mention	Let's Recycle	London Assembly calls on mayor to cut waste	<a href="https://www.letsrecycle.com/news/london-assembly-calls-on-mayor-to-cut-waste/">https://www.letsrecycle.com/news/london-assembly-calls-on-mayor-to-cut-waste/</a>
17th March	Mention	Light Zoom Lumiere	Pour un éclairage au service de l'économie circulaire	<a href="https://www.lightzoomlumiere.fr/article/eclairage-au-service-economie-circulaire-point-de-vue-zhaga/">https://www.lightzoomlumiere.fr/article/eclairage-au-service-economie-circulaire-point-de-vue-zhaga/</a>
11th March	Repair Week	Circular	A quarter 25% of Londoners say they repair more since the pandemic	<a href="https://www.circularonline.co.uk/news/a-quarter-25-of-londoners-say-they-repair-more-since-the-pandemic/">https://www.circularonline.co.uk/news/a-quarter-25-of-londoners-say-they-repair-more-since-the-pandemic/</a>
9th March	Repair Week	London TV	Repair culture thrives in the capital due to slower pace of pandemic life	<a href="https://www.london-tv.co.uk/repair-culture-thrives-in-the-capital-due-to-slower-pace-of-pandemic-life/">https://www.london-tv.co.uk/repair-culture-thrives-in-the-capital-due-to-slower-pace-of-pandemic-life/</a>

## Appendix 3: Events List

Date	Event	Organiser	Type of event	Topic	Attended by	Audience	Role
29/03/2022	BCO NextGen panel discussion: Circular	British Council of offices	Seminar	Circularity in Practice in the built environment	Andrea Charlson	BCO Members: Built environment professionals and stakeholders	Speaker
30/03/2022	Sustainable Foods Conference	Frontier Events	Conference	Circular Food – Closing the loop	Jean Billant	Sustainability professionals, food suppliers and businesses, BT SME portfolio, citizens	Speaker
31/03/2022	Ellen MacArthur Foundation Innovation	Ellen MacArthur Foundation	Seminar	How do we accelerate innovation towards a circular economy	Lamia Sbiti, Wayne Hubbard	EMF network, policy influencers, corporates and SMEs	Speaker
01/04/2022	Sustainable Business Funding	Waltham Forest Council	Webinar	Fundraising for small businesses	Lamia Sbiti	Local SMEs	Speaker
08/04/2022	Economie Circulaire	Europe Ecology	Seminar	Circular economy in the UK	Jean Billant	SMEs	Speaker
26/04/2022	London Conference	Let's Recycle	Conference	Waste, recycling, EPR	Antony Buchan, Beverley Simonson, Cathy Cook	Waste and recycling professionals, local authorities	Speaker, chair, panellist
26/04/2022	LETI Circular Economy and Carbon in Construction	LETI	Seminar	Circular Economy and Carbon in construction	Andrea Charlson	Built environment professionals and stakeholders	Speaker
27/04/2022	Circular pilots celebration	ReLondon Business transformation	Networking	Celebrating Green New Deal recipients	Business transformation team	BT SMEs, GND recipients	Host
28/04/2022	LOOP Circular Cities Conference	LOOP	Conference	Shaping the Future of Consumption	Antony Buchan	Sustainability professionals, CE stakeholders, policy makers and influencers	Speaker
05/05/2022	Materials Passports and the Circular Economy	CIRCUIIT	Networking	Presenting latest in CIRCUIIT project progress in materials passports	Andrea Charlson, Tessa Devreese, Colin Rose, Graeme English, Georgie Eldridge, Cecilia Law, Ingrina Shieh	CIRCUIIT stakeholders and partners, built environment professionals	Speaker
10/05/2022	Circular Economy Roadshow	BLUEPRINT	Webinar	Making recycling in flat blocks & HMOs work	Cathy Cook	Sustainability professionals, local authorities, Waste collection and management companies	Speaker
18/05/2022	Waste Management Conference	Government Events	Conference	Engaging Small and Medium Sized Businesses to Move Towards a Circular Economy	Beverley Simonson	Waste and recycling professionals, local authorities	Speaker
18/05/2022	Awards for Excellence ceremony	Let's Recycle	Awards ceremony	Waste management initiative in the retail, commercial and public sector	Amy Casey	Awards finalists	Guest
24/05/2022	LARAC Conference	LARAC	Conference		Cathy Cook	LARAC members	Chair
08/06/2022	The Leadership Vanguard	Xynteo	Seminar	Regenerative & Inclusive Cities panel	Graeme English	Emerging sustainability leaders and practitioners	Panellist
09/06/2022	Responsible Business Summit	Reuters	Conference	Shifting net zero ambitions to collaborative action	Wayne Hubbard	Sustainability professionals, corporates, stakeholders	Speaker
13/06/2022	Circular capacity, city-wide recovery	ReLondon	Webinar	Launch of CE Week 2022	Wayne Hubbard, Liz Goodwin, Sarah Malone	CE Week registrants, stakeholders, local authorities, waste and recycling professionals, SMEs	Speaker
13/06/2022	Making steel reuse best practice	ReLondon	Webinar	Built environment headline sponsor event	Andrea Charlson	CE Week registrants, stakeholders, local authorities, waste and recycling professionals, SMEs	Speaker
14/06/2022	A showcase: London's circular food production	ReLondon	Webinar	Food Flagship Initiative pioneer projects	Jean Billant, Rachel Shairston	CE Week registrants, stakeholders, local authorities, waste and recycling professionals, SMEs, Food businesses, hospitality	Speaker
14/06/2022	Textiles roundtable	ReLondon	Webinar	Textiles roundtable consultation for the next MFA research project	Sarah Malone, Rachel Singer	Textiles MFA contributors	Chair
15/06/2022	People, places, things: How local authorities can help neighbourhoods make the shift to a circular economy	ReLondon / LEDNet	Webinar	Showcase of local authority initiatives and ReLondon's training academy	Doug Simpson	CE Week registrants, stakeholders, local authorities, waste and recycling professionals, SMEs	Speaker
15/06/2022	Rethinking our Disposable Society: how to build a circular economy	LSE	Webinar	Circular economy thinking in redesigning our relationship with stuff	Lara Pohl-Martell	LSE students, alumni	Panellist
16/06/2022	What's next for single-use plastics?	ReLondon	Webinar	Panel showcase and discussion from local community groups	Liz Horsfield	CE Week registrants, stakeholders, local authorities, waste and recycling professionals, SMEs, Plastics communities and interest groups	Chair

16/06/2022	Dialogues with developers: unlocking circular construction in cities	ReLondon / CIRCuT	Webinar	How can we improve the dialogue between city officials and private developers to ensure greater incorporation of circular economy principles in building projects?	Tessa Devreese	CE Week registrants, stakeholders, local authorities, built environment and CIRCuT partners	Speaker
17/06/2022	Circular [Re]Connect	ReLondon Business transformation	Networking	Networking celebration of CE Week	Business transformation team	BT SME portfolio and corporates	Host

# ReLondon

## Finance report Q4 2021/22

Profit and loss summary: 12 months ending March 2022

Note the format of the finance report has changed in consultation with audit committee chair.

	Actual				Actual vs Q3 forecast				Actual vs original budget			
	Q1	Q2	Q3	Q4	Actual	Forecast	Variance	% Variance	Budget	Variance	% Variance	
<b>Income</b>												
Commercial revenue	0	0	18,387	(1,454)	16,947	22,477	(5,530)	-72%	60,000	(43,053)	-72%	
Grants and fundraising	81,529	95,571	38,102	77,920	293,122	232,972	60,150	126%	25,000	268,122	1072%	
Sponsorship	6,000	0	32,000	19,000	57,000	38,000	19,000	50%	10,000	47,000	470%	
Other income	2,510	480	14,779	0	17,769	18,172	(403)	-2%	0	17,769	0%	
<b>Total income</b>	<b>90,039</b>	<b>96,051</b>	<b>103,268</b>	<b>95,466</b>	<b>384,838</b>	<b>311,621</b>	<b>73,217</b>	<b>101%</b>	<b>95,000</b>	<b>289,838</b>	<b>305%</b>	
<b>Core programme activity expenditure</b>												
Local Authority Support	183,877	147,513	145,700	210,862	687,951	906,944	(218,993)	-24%	1,063,000	(375,049)	-35%	
Core business sector support and transformation	178,536	115,140	173,008	183,898	650,582	616,360	34,222	6%	669,000	(18,418)	-3%	
Communications	134,201	169,284	257,482	156,235	717,202	706,111	11,091	2%	683,000	34,202	5%	
Central costs	284,989	376,211	221,598	243,998	1,126,795	1,072,141	54,653	5%	1,175,000	(48,205)	-4%	
<b>Total core programme expenditure</b>	<b>781,602</b>	<b>808,148</b>	<b>797,787</b>	<b>794,992</b>	<b>3,182,529</b>	<b>3,301,556</b>	<b>(119,027)</b>	<b>-12%</b>	<b>3,590,000</b>	<b>(407,471)</b>	<b>-11%</b>	
<b>Business sector support restricted grants projects*</b>	<b>28,489</b>	<b>81,958</b>	<b>44,540</b>	<b>11,545</b>	<b>166,532</b>	<b>(1,628)</b>	<b>168,160</b>	<b>-10327%</b>	<b>259,000</b>	<b>(92,468)</b>	<b>-36%</b>	
<b>NET PROGRAMME EXPENDITURE</b>	<b>720,051</b>	<b>794,055</b>	<b>739,059</b>	<b>711,072</b>	<b>0</b>	<b>2,964,223</b>	<b>2,988,307</b>	<b>(24,084)</b>	<b>-1%</b>	<b>3,754,000</b>	<b>(789,777)</b>	<b>-21%</b>
Total Investments	(11,354)	(11,116)	(191,645)	(15,210)	(229,324)	(225,114)	(4,210)	2%	2,214,000	(2,443,324)	-110%	
<b>RELONDON NET SPEND</b>	<b>708,698</b>	<b>782,940</b>	<b>547,414</b>	<b>695,862</b>	<b>2,734,899</b>	<b>2,763,192</b>	<b>(28,293)</b>	<b>-1%</b>	<b>5,968,000</b>	<b>(3,233,101)</b>	<b>-54%</b>	

\*Business sector support restricted grants have been separated as they are skewing the figures as a result of revising the income recognition treatment. (See below)

## Key points of note

- Income generated (£385k) is more than three times higher than original budget (£95k).
- Excluding business sector restricted grants, core programme activity is underspent by £407k against original budget (£24k against last reforecast). Of this £210k is for work that has been contracted but not yet completed or paid for and actual savings of £197k.

## Revenue programme

All income, except the business sector projects, is being presented in the revenue programme section of the accounts. ReLondon has generated £385k against an initial budget of £95k. The commercial activity elements of the programme have not performed as well as planned, but we have generated income and continue to develop the offer. We have significantly exceeded budget for grant fundraising, predominantly due to securing both the Ecosurety grant for the Flats Recycling project and the EU grant for the FoodWave project.

## Local Authority Support

Total underspend of £375k against original budget and £219k against reforecast expenditure.

In the final quarter we issued £180k worth of contracts with Bexley Council (£55k for a food waste prevention project), South London Waste Partnership (£25k to test the waste composition protocol) and Hounslow Council (£100k for the circular economy neighbourhood project), however this expenditure will be recognized in next financial year.

As reported at the March audit committee meeting the majority of the additional underspend against the original budget is a result of vacancies on the team, planned consultancy expenditure being replaced by in house delivery and changing external activity (events, workshops etc.) to online sessions.

## Core Business and sector support transformation

Overall spend for the year is slightly under original budget, although staffing costs increased slightly to add capacity to the team, this was offset by an underspend on 'Investment in Knowledge' which has been re-allocated to the development of the circular economy outcome fund. This is expected to start in 22/23 financial year as we are seeking an anchor funder for the project to be launched.

## Business sector restricted grant projects

The income recognition issues that have been occurring and creating inconsistencies in the budget have been addressed in the last quarter. Income for projects will revert to being deferred or accrued to reflect expenditure and better manage the budget. The forecast figures at Q3 were based on actual cash receipts and as such skew the figures, but this will cease to be an issue.

The key element of project funding is to ensure funds are drawn down to cover salary costs. These are broadly on track for all projects except for the ERDF project, which has been due to reduced capacity in the team (senior business advisor role not filled following promotion) for which an appointment has been made. Underspend on project costs will be carried forward into the next financial year but will have minimal net impact on the budget.

## **Communications & Behaviour change**

Expenditure is £34k over budget (5%) predominantly due some additional costs to deliver unbudgeted but fully funded Food Wave project.

## **Central costs**

Cost savings of nearly £50k have been achieved overall. The restructure of the team and office move have meant increased or unexpected costs incurred for dilapidations, professional fees and temporary staffing, whilst salaries and rents reduced. Central costs and planning will stabilise in the new financial year.

## **Investment income**

We continue to received interest income from GLA of approx. £11k per quarter on our loan balance. In Q3 we sent payment request for the sale of Oakleaf of £180k.

## **Investment expenditure**

There have been no drawn downs in the financial year so investment commitments will be carried forward into next year. A payment of £1.4m was made in April 2022 to the Greater London Investment Fund.

Due to personnel changes in the finance team no adjustments have been made to the value of the investments in the balance sheet at this point.

Note: Detailed management accounts are provided as an appendix at the end of this report.

## Balance Sheet

### London Waste and Recycling Board As at 31 March 2022

	31 Mar 2022	31 Mar 2021
<b>Tangible assets</b>		
Investment: Circularity European Growth Fund 1 LLP	1,356,770	915,089
Investment: Foresight Environmental Fund LP	745,473	745,473
Investment: Greater London Investment Fund (GLIF)/MMC	4,988,652	3,588,652
Investment: Seeders/ Project equity Sustainable accelerator	300,001	300,001
Total Tangible Assets	7,390,896	5,549,215
<b>Total Fixed Assets</b>	<b>7,390,896</b>	<b>5,549,215</b>
<b>Current Assets</b>		
Total Cash at bank and in hand	10,425,171	14,889,508
Debtors and prepayments	358,768	1,140,309
<b>Total Current Assets</b>	<b>10,783,939</b>	<b>16,029,816</b>
Total Creditors: amounts falling due within one year	997,136	464,812
<b>Net Current Assets (Liabilities)</b>	<b>9,786,804</b>	<b>15,565,004</b>
<b>Total Assets less Current Liabilities</b>	<b>17,177,700</b>	<b>21,114,219</b>
Total Creditors: amounts falling due after more than one year	55,035	996,391
<b>Net Assets</b>	<b>17,122,665</b>	<b>20,117,827</b>
<b>Capital and Reserves</b>		
Current Year Earnings	(2,995,163)	(3,679,254)
Profit and Loss Account	18,402,781	22,082,034
Unusable reserves - Accumulated absences account	0	(18,034)
Unusable reserves - Capital adjustment fund	5,776,644	5,776,644
Usable reserves - General fund	(4,061,598)	(4,043,564)
<b>Total Capital and Reserves</b>	<b>17,122,665</b>	<b>20,117,827</b>

Current net assets stand at £9.8m.



## Budget April 2022-March 2023

	Proposed budget carried forward from 2021/22	2022/23 Approved budget figure	Total revised budget
<b>Income</b>			
Revenue programme		£165,000	£165,000
Investment income		£753,000	£753,000
<b>Total income</b>		<b>£918,000</b>	<b>£918,000</b>
<b>Core programme activity expenditure</b>			
<b>Local Authority Support</b>			
Staff costs		£455,000	£455,000
Research, innovation & development (RID)		£160,000	£160,000
Behaviour Change Campaigns (BCC)		£230,000	£230,000
Focus area projects (RL; FAP)	£155,000	£60,000	£215,000
Capacity building (CB)		£30,000	£30,000
Service advice & support (SA&S)	£25,000	£150,000	£175,000
Circular directory (CD)		£50,000	£50,000
<b>Total Local Authority Support</b>	<b>£180,000</b>	<b>£1,135,000</b>	<b>£1,315,000</b>
<b>Business sector &amp; support core activity</b>			
Staff costs		£397,000	£397,000
CE Week (CEW)		£40,000	£40,000
Commercialisation (Commerc)		£20,000	£20,000
Investment in knowledge (iik)	£30,000	£0	£30,000
<b>Total core Business support &amp; transformation</b>	<b>£30,000</b>	<b>£457,000</b>	<b>£487,000</b>
<b>Business sector and support restricted grant projects</b>			
CIRCuiT Staff costs	£35,000	£149,000	£184,000
CIRCuiT Project expenditure	£40,000	£195,000	£235,000
CIRCuiT Funding	-£75,000	-£344,000	-£419,000
GND Staff costs	£25,000	£0	£25,000
GND Project expenditure	£47,000	£3,000	£50,000
GND Funding	-£72,000	-£3,000	-£75,000
AL / ERDF Staff costs	£60,000	£462,000	£522,000
AL / ERDF Project expenditure	£10,000	£138,000	£148,000
AL / ERDF Funding	-£35,000	-£300,000	-£335,000
ISLINGTON staff costs	£0	£0	£0
ISLINGTON Project expenditure	£42,000	£0	£42,000
ISLINGTON Funding	-£42,000	£0	-£42,000
<b>Total Business support &amp; transformation restricted grant projects</b>	<b>£35,000</b>	<b>£300,000</b>	<b>£335,000</b>
<b>Central Costs</b>			
Staff and board (central)		£662,000	£662,000
Staff costs (comms and marketing)		£350,000	£350,000
Office expenses		£35,000	£35,000
Office Rent		£186,000	£186,000
Other overheads		£150,000	£150,000
Marketing and communications (Com)		£70,000	£70,000
Training		£50,000	£50,000
Professional fees		£21,000	£21,000
<b>Total Central Costs</b>		<b>£1,524,000</b>	<b>£1,524,000</b>
<b>NET PROGRAMME EXPENDITURE</b>	<b>£245,000</b>	<b>£2,498,000</b>	<b>£2,743,000</b>

Increase of £245k to budget expenditure is made up of £210k contracted in 2021/22 but not yet spent and £35k net increase to ReLondon's match funding on ERDF project.

## Appendix 1: Management accounts for the period ended 31 March 2022

Account	Actual				Actual vs Q3 forecast				vs Original Budget		
	Q1	Q2	Q3	Q4	Actual	Forecast	Variance	% Variance	Budget	Variance	% Variance
<b>Revenue programme</b>											
Consultancy services	0	0	18,477	(3,360)	15,117	18,477	(3,360)	-18%	40,000	(24,883)	-62%
CE directory	0	0	0	(14)	0	0	0		10,000	(10,000)	-100%
Training Academy	0	0	(90)	1,920	1,830	4,000	(2,170)	-54%	10,000	(8,170)	-82%
Fundraising	8,291	26,426	12,816	0	47,533	34,717	12,816	37%	25,000	22,533	90%
Sponsorship	6,000	0	32,000	19,000	57,000	38,000	19,000	50%	10,000	47,000	470%
Foodwave funding	49,470	0	0	51,173	100,643	53,309	47,334	89%	0	100,643	0%
Ecosurety funding	23,768	69,145	25,286	26,747	144,946	144,946	0	0%	0	144,946	0%
Other income	2,510	480	14,779	0	17,769	18,172	(403)	-2%	0	17,769	0%
<b>Total Revenue programme</b>	<b>90,039</b>	<b>96,051</b>	<b>103,268</b>	<b>95,466</b>	<b>384,838</b>	<b>311,621</b>	<b>73,217</b>	<b>23%</b>	<b>95,000</b>	<b>289,838</b>	<b>305%</b>
<b>Local Authority Support (LAS)</b>											
Staff costs	86,401	97,165	112,238	123,263	419,067	408,042	11,025	3%	478,000	(58,933)	-12%
Research, innovation & development (RID)	8,475	2,707	318	30,513	42,013	56,182	(14,169)	-25%	125,000	(82,987)	-66%
Focus area projects (RL; FAP)	4,623	0	15,009	23,135	42,767	187,906	(145,139)	-77%	76,000	(33,233)	-44%
Capacity building (CB)	0	0	1,980	(396)	1,584	9,000	(7,416)	-82%	50,000	(48,416)	-97%
Service advice & support (SA&S)	84,377	47,641	482	22,847	155,348	207,501	(52,153)	-25%	284,000	(128,652)	-45%
Circular directory (CD)	0	0	15,673	6,500	22,172	38,314	(16,141)	-42%	50,000	(27,828)	-56%
Other project expenses	0	0	0	5,000	5,000	0	5,000		0	5,000	0%
<b>Total Local Authority Support (LAS)</b>	<b>183,877</b>	<b>147,513</b>	<b>145,700</b>	<b>210,862</b>	<b>687,951</b>	<b>906,944</b>	<b>(218,993)</b>	<b>-24%</b>	<b>1,063,000</b>	<b>(375,049)</b>	<b>-35%</b>
<b>Core business sector support &amp; transformation</b>											
Staff costs	107,129	113,064	119,455	140,777	480,425	440,012	40,413	9%	464,000	16,425	4%
CE Week (CEW)	34,381	1,728	0	0	36,109	36,109	0	0%	40,000	(3,891)	-10%
Research	25,026	0	38,456	40,769	104,251	112,794	(8,543)	-8%	100,000	4,251	4%
Commercialisation (Commerc)	12,000	0	12,000	2,351	26,351	24,000	2,351	10%	20,000	6,351	32%
Investment in knowledge (iik)	0	0	3,098	0	3,098	3,098	0	0%	40,000	(36,902)	-92%
Corporate engagement (Corp Eng)	0	348	0	0	348	348	0	0%	5,000	(4,652)	-93%
<b>Total core Business support &amp; transformati</b>	<b>178,536</b>	<b>115,140</b>	<b>173,008</b>	<b>183,898</b>	<b>650,582</b>	<b>616,360</b>	<b>34,222</b>	<b>6%</b>	<b>669,000</b>	<b>(18,418)</b>	<b>-3%</b>

## Business sector and support restricted grant projects

CIRCuiT Staff costs	31,431	32,724	31,655	23,986	119,796	120,686	(890)	-1%	154,000	(34,204)	-22%
CIRCuiT Project expenditure	15,240	6,091	2,604	12,607	36,542	48,935	(12,393)	-25%	175,000	(138,458)	-79%
CIRCuiT Funding	(38,709)	(61,316)	(39,698)	(16,613)	(156,336)	(179,741)	23,405	-13%	(329,000)	172,664	-52%
GND Staff costs	36,143	34,388	27,746	23,586	121,863	132,563	(10,700)	-8%	115,000	6,863	6%
GND Project expenditure	306,299	292,500	52,615	152,685	804,099	841,567	(37,468)	-4%	737,000	67,099	9%
GND Funding	(305,000)	(292,500)	0	(328,462)	(925,962)	(974,130)	48,168	-5%	(851,000)	(74,962)	9%
AL / ERDF Staff costs	68,515	66,303	78,652	77,573	291,044	292,036	(993)	0%	467,000	(175,956)	-38%
AL / ERDF Project expenditure	2,077	3,769	24,520	10,418	40,784	40,153	630	2%	119,000	(78,216)	-66%
AL / ERDF Funding	(87,507)	0	(139,972)	62,182	(165,298)	(323,698)	158,401	-49%	(328,000)	162,702	-50%
ISLINGTON Project expenditure	0	0	6,417	151,552	157,968	179,000	(21,032)	-12%	0	157,968	0%
ISLINGTON Funding	0	0	0	(157,968)	(157,968)	(179,000)	21,032	-12%	0	(157,968)	0%
<b>Total Business sector support (BSS) &amp; Transformation (BT)</b>	<b>28,489</b>	<b>81,958</b>	<b>44,540</b>	<b>11,545</b>	<b>166,532</b>	<b>(1,628)</b>	<b>168,160</b>	<b>-10327%</b>	<b>259,000</b>	<b>(92,468)</b>	<b>-36%</b>

## Communications (Coms)

Staff costs	72,213	76,142	76,684	92,505	317,544	284,741	32,803	12%	299,000	18,544	6%
Behaviour Change Campaigns (BCC)	39,541	69,207	156,436	53,355	318,538	340,911	(22,372)	-7%	314,000	4,538	1%
Marketing and communications (Com)	22,447	23,935	24,362	10,375	81,119	80,459	660	1%	70,000	11,119	16%
<b>Total Communications (Coms)</b>	<b>134,201</b>	<b>169,284</b>	<b>257,482</b>	<b>156,235</b>	<b>717,202</b>	<b>706,111</b>	<b>11,091</b>	<b>2%</b>	<b>683,000</b>	<b>34,202</b>	<b>5%</b>

## Central Costs

Staff	110,963	137,857	114,954	118,987	482,761	484,406	(1,645)	0%	595,000	(112,239)	-19%
Other overheads	60,703	94,565	53,031	44,379	252,678	217,402	35,276	16%	200,000	52,678	26%
Office Rent	95,219	124,556	44,289	43,850	307,913	308,352	(439)	0%	360,000	(52,087)	-14%
Professional fees	18,104	19,233	9,324	36,782	83,443	61,981	21,462	35%	20,000	63,443	317%
<b>Total Central Costs</b>	<b>284,989</b>	<b>376,211</b>	<b>221,598</b>	<b>243,998</b>	<b>1,126,795</b>	<b>1,072,141</b>	<b>54,653</b>	<b>5%</b>	<b>1,175,000</b>	<b>(48,205)</b>	<b>-4%</b>

<b>NET PROGRAMME EXPENDITURE</b>	<b>720,051</b>	<b>794,055</b>	<b>739,059</b>	<b>711,072</b>	<b>2,964,223</b>	<b>2,988,307</b>	<b>(24,084)</b>	<b>-10363%</b>	<b>3,754,000</b>	<b>(789,777)</b>	<b>-21%</b>
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## Investments

Investment income	(11,354)	(11,116)	(191,645)	(15,210)	(229,324)	(225,114)	(4,210)	2%	0	(229,324)	0%
Investment expenditure	0	0	0	0	0	0	0		2,214,000	(2,214,000)	-100%
<b>Total Investments</b>	<b>(11,354)</b>	<b>(11,116)</b>	<b>(191,645)</b>	<b>(15,210)</b>	<b>(229,324)</b>	<b>(225,114)</b>	<b>(4,210)</b>	<b>2%</b>	<b>2,214,000</b>	<b>(2,443,324)</b>	<b>-110%</b>
<b>LWARB NET SPENT</b>	<b>708,698</b>	<b>782,940</b>	<b>547,414</b>	<b>695,862</b>	<b>2,734,899</b>	<b>2,763,192</b>	<b>(28,293)</b>	<b>-1%</b>	<b>5,968,000</b>	<b>(3,233,101)</b>	<b>-54%</b>

## Sponsorship approvals proposal

June 2022

### 1. Background:

In 2020 we produced ReLondon's first fundraising strategy. Its aim is to help in delivering our business plan objectives (up to and beyond 2025) by seeking new and diversified income from grants ranging from public funds, private trusts and foundations.

One of the areas of fundraising used commonly and identified in the strategy – but an entirely new space for ReLondon – is sponsorship. This paper aims to define the rationale, identify stakeholders and the processes (including due diligence and risk assessments) required to engage with sponsors.

Inputs from key staff including the senior members of management and external stakeholders have been instrumental in identifying the scope and outcomes of this strategy. This strategy is also in line with ReLondon's commercial strategy especially with reference to the principles laid down on our approach and engagement with the private sector.

### 2. The need:

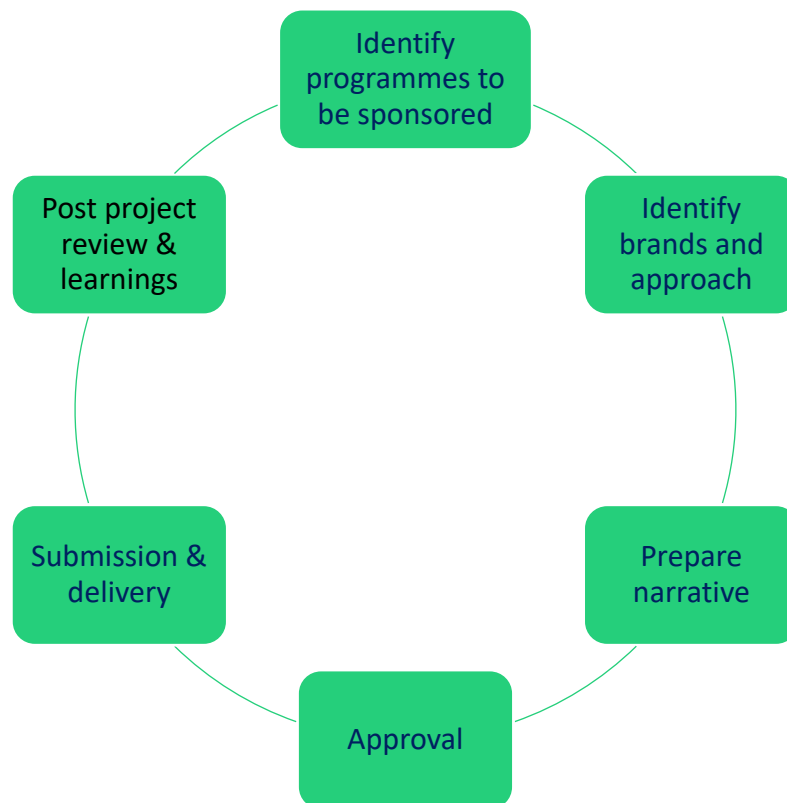
*Why do we need to seek sponsorship when we have existing revenue streams such as the commercial and traditional fundraising?*

In addition to seeking grant-funding and commercial revenue we actively suggest seeking sponsorship, for the following reasons:

- To fund or part-fund specific campaigns, workshops and events delivered by ReLondon. These are generally difficult to raise funding from either grants or commercial value streams as the former are geared towards long-term projects and latter towards commercial offerings.
- To build productive partnerships in line with our own vision. These are specifically private sector partnerships as (a) public-private partnerships are identified as key to achieving the goals set out in the London Environment Strategy; and (b) building on those partnerships will enable ReLondon to achieve its wider goals over time.
- To add a revenue stream to complement fundraising and commercial opportunities.

### 3. The process:

*What process will we follow for managing sponsorships?*



### 3.1 Identify programmes:

This step will focus on one-off campaigns, events and activations that are particularly suited to sponsorship (e.g. Repair Week, Circular Economy Week, Love Not Landfill activations etc.). They will be identified as part of our annual delivery planning round and flagged as sponsorship targets in the Delivery Plan.

### 3.2 Identify brands and approach:

The team will extend outreach to our network and create a list of potential sponsors linked to the target project/campaign; or reach out again to potential sponsors who have approached us previously. The Fundraising Working Group (CEO plus key members of SMT) will agree this long list before the outreach begins. Initial email outreach to the list will then be done by the Fundraising Manager or the campaign/event lead with the Fundraising Manager's support.

### 3.3 Prepare narrative:

A pitch deck/value proposition submission will be prepared by the campaign/event lead in collaboration with the Fundraising Manager.

## 3.4 Approval:

Once firm interest has been secured by one or more potential sponsors, due diligence will be carried out using the procedures and form defined below, and the views of external stakeholders sought before signing any sponsorship agreement. In some instances, the views of external stakeholders may not be required (e.g. in the case of pre-existing partnerships and collaborations). In these cases the Fundraising Working Group will sign off the sponsorship.

## 3.5 Delivery:

The campaign/event team will manage the sponsored activity and manage sponsor relations throughout (other than financial/administrative – to be handled by Fundraising Manager).

## 3.6 Post-project review and feedback:

The campaign/event team will present results back to the Fundraising Working Group once the sponsored activity is complete. Any learnings will be discussed and documented by those meetings and acted on in future sponsorships.

## 4. Sponsor selection:

*What considerations do we take into account when selecting relevant sponsors?*

The following guidelines set out the issues to be considered when deciding on accepting funding from the private sector:

### 4.1 Sponsors' sustainability credentials and ambitions:

Potential sponsors must have publicly stated their sustainability strategy and objectives which must be compatible with ReLondon's objectives. This is the principal criterion for funding (i.e. will accepting funding by the organisation to help to deliver the positive environmental change that we are seeking). ReLondon will work with companies where we think we can affect meaningful change in their work; or in the wider world through our association with them.

Although not to be taken as conclusive basis for decision making, we will refer to the following campaigns and reports assessing organisations on their green credibility and claims:

- a. [Greenwash](#) (fashion brands only)
- b. [Ethical consumer](#)
- c. [B-Corp certification](#)
- d. [EMF signatory](#) through various pledges

- e. [WRAP signatory](#) through various pledges
- f. UN pledges (plastic, textile, electricals, BE and food)

## 4.2 Reputational impact:

Our reputation enables us to be effective and sustainable in the long-term. Accepting funding from some organisations may affect our reputation either positively or negatively. We will evaluate each partnership on a case-by-case basis, in particular for citizen-facing events such as Repair Week, Love Not Landfill activations etc. This point in particular may require us to consult with key stakeholders (London boroughs and GLA) and other project partners (e.g. charity retailers for Love Not Landfill) before approving the sponsorship.

It is the responsibility of the project team as part of the due diligence checks to note any press that could negatively affect the relationship for the brand in consideration.

## 4.3 Sector/brand categories:

Sponsors must be appropriate to the project or campaign being considered for sponsorship.

## 4.4 Sensitive/banned categories:

ReLondon will not accept funding from organisations involved with the following products or activities:

- All tobacco products including E-cigarettes. Also, non-tobacco products or services that share a name, emblem, or other feature with a tobacco product, rolling papers and filters
- Guns (including replica guns), gun clubs and offensive weapons
- Fossil fuel extraction and sale
- Alcohol and alcohol-related products<sup>1</sup>

The following categories will be kept under special review if approached for sponsorship and would require an extra layer of internal approvals:

- Food and non-alcoholic drinks high in fat, salt and / or sugar and considered “less healthy” under Public Health England guidelines
- Betting/gambling systems and products that are intended to facilitate winning games of chance

## 5. Further considerations:

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<sup>1</sup> Exception to this rule is in-kind contributions at ReLondon events from circular alcohol brands.

## **5.1 Transparency:**

ReLondon will be **transparent** in accepting any funding. The specific balance between reactive transparency and proactive (i.e. simply publishing details on our website/s vs. active PR and social media sponsor announcements) will be decided on a case-by-case basis, informed by conversations internally and with sponsors – and with external stakeholders where required.

## **5.2 Cost recovery:**

The sponsorship amounts should aim to cover the entire cost of benefits offered to the sponsor and additionally make a significant contribution to the event or project costs.

Ideally sponsorships would cover the entire cost of delivering the sponsored activity, but this is not always possible and may mean that associated costs such as staff costs and overheads may need to be co-funded by ReLondon. Each project/event submitted for sponsorship will be considered on a case-by-case basis to determine whether it needs to be fully funded or supports statutory objectives and marketing requirements sufficiently for ReLondon to co-fund.

## **6. Due diligence:**

*How do we carry out our due diligence before we formally engage with a sponsor?*

We will follow three main steps in our due diligence, including: the completion of a verification/vetting form; completing a risk assessment; and seeking written approval before we engage in the partnership.

### **6.1 Verification/vetting form**

The form overleaf is adapted from one provided by the GLA.



# ReLondon

Name of partner	
Programme	
Project team lead	
Date	

## **PART 1**

If you answer no/unknown to any of the below, please complete all questions under part 2:

Criteria (refer due diligence guidance for details)	Yes	No	Unknown
Does the company have a sustainability strategy/statement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the company signed up to one of the (WRAP, EMF or UN) pledges as listed in the due diligence guidance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are they a certified BCorp?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the sponsor appropriate to the project or campaign?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answer yes to any of the below, please complete all questions under part 2:

Criteria (refer due diligence guidance for details)	Yes	No	Unknown
Does the company have a negative rating in any of the database searches (refer the due diligence guidance)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has there been any recent press that would negatively affect this relationship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the company under one of the sensitive/banned categories as listed in the due diligence guidance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **PART 2**

*To be completed if any flags arise during part 1 above.*

### 1. Overview of proposal

[insert]

### 2. Relevant background information

[insert]

### 3. Impact we can achieve

[insert]

## 4. Stakeholder views (staff/board/external stakeholders)

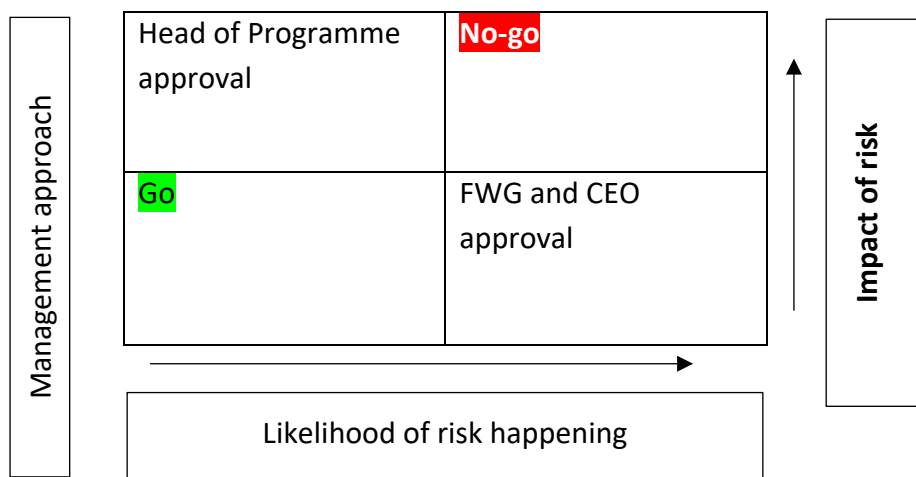
Stakeholder views are as follows:

Team	Person/Role	Notes/Approval

## 6.2 Completing a risk assessment:

*Who makes the decision, and on what basis?*

Once the form above has been completed, risk-mapping must be done by the project/event team for all sponsorships using the framework below, and approvals sought accordingly.



## 6.3 Written approvals:

Following on from the due diligence and risk assessment, written approval will be sought based on the value of the partnership as follows (and in line with our commercial offerings' approval):

- All sponsorships (a) above £15,000 or (b) below that sum but with a high likelihood of risk must go to the Fundraising Working Group for discussion and approval, with the CEO providing final sign-off.
- In the event of a high risk, high potential gain sponsorship above £15,000 the ReLondon Board may be approached for views and/or sign-off by means of a written resolution.

# ReLondon

- Any sponsorship proposal greater than £50,000 but less than £100,000 will require the approval of the Chair of the Board.
- Any sponsorship proposal of £100,000 or greater will require the approval of the Board.
- A sponsorship below £15,000 and with a low likelihood of risk can be signed off by the relevant Head of Programme.

ReLondon Risk Register										Current Period			Prior Period					
As agreed by AC 16 June 2022																		
Ref.	Risk	Classification	Link to Objectives	Impact on Objectives	Causes Of Risk	Preventative Controls	Mitigating Controls	Commentary	Likelihood Score (1-5)	Impact Score (1-5)	Risk Score	Likelihood Score (1-5)	Impact Score (1-5)	Risk Score	Appetite	Appetite Rational	Route to Matching Appetite (Commentary)	
1	Insufficient financial resources to deliver the ReLondon's business plan/strategic goals:	Financial	A, B	Objectives would not be fulfilled. Focus of ReLondon's mission might need to change; its effectiveness will be affected.	Reduced local authority finances; Failure to attract private capital for co-investment. Failure to attract further funding from DEFRA. Limited access to EU funding. Linked with restricted investment, threat to sustainability. Over-reliance on investment activity to the detriment of other income streams. ReLondon's commercial activities fail to return a profit.	Demonstrate the value of ReLondon's programmes to attract funding. Manage resources efficiently. Lobby government for additional funds; Nurture current projects and monitor investments; Fundraiser Lead appointed. Commercial Manager in post to oversee and lead commercial activities. Ongoing change management process to ensure that all staff are aware of need to pursue commercial returns.	Rigorous evaluation of everything done - to have strong evidence ReLondon is doing everything in its power.	Risk wording amended so no longer specifically related to 2020-25 business plan. Likelihood increased to 4 (especially post 2025), resulting in overall high risk evaluation.	4.0	4.0	16.0	2.0	4.0	8.0	Averse (5)	Should adjust programmes to match budget		
2	Reputational risk through not achieving London's recycling targets:	Strategic	A	ReLondon held accountable for failure to achieve target. Reputational risk to ReLondon; ReLondon loses support of LA's.	Limited influence over LA's / local politics / long-term borough contracts / Failure of boroughs to engage in ReLondon support offerings  Impact of global market conditions. Household recycling stagnates despite Resource London's programme activities; London demographics ReLondon Local Authority Support programme fails to deliver its expected benefits	- Compare London with other big UK and world cities - Specific programme of activity with Local Authorities providing tailored and bespoke communications and service support as well as London-wide programmes. - Regional and local communication and behaviour change activity to promote recycling among residents. Raising the profile of projects.	Rigorous evaluation of everything done - to have strong evidence ReLondon is doing everything in its power.	Note that ReLondon may still be able to deliver successful programmes but it is possible that these do not translate to measurable changes to recycling rates.	5.0	3.5	17.5	5.0	3.5	17.5	Cautious (15)	ReLondon actually has limited ability to address recycling rates.		
3	Failure to influence key stakeholders in delivering the circular economy:	Strategic	A	ReLondon objectives not met; reputational damage; failure to secure funding.	Limited influence over businesses; Need to balance views of multiple stakeholders; Programmes fail to deliver tangible benefits	ReLondon is part of different global networks which brings it into contact with large business stakeholders. Establishing collaboration to engage with stakeholders. Leading the debate on the circular economy Influencing big policy changers. Board members to use their influence more	Ensure ReLondon has the skills required to engage appropriately with key stakeholders, though staff recruitment and/or development.		3.0	4.0	12.0	3.0	4.0	12.0	Cautious (15)	CE programme predicated on ability to get others to deliver change		
4	Lack of skills / experience to deliver ReLondon objectives / vision.	Operational	A, B	Insufficient skills to deliver ReLondon objectives	. Over-reliance on personal relationships with key stakeholders; High staff turnover; Potential loss of key staff; Lack of appropriate in-house skills; . Lack of succession planning and development pathways; Organisational growth	Competencies have been introduced to the HR system to help map requirements and identify gaps. Required skills and competencies are specified in job descriptions for positions to be filled; Whenever possible a handover period between incoming and outgoing staff is sought; Training programme is being developed as part of a review of the employee 'value proposition' to aid staff retention. Operational procedures are recorded in an operations manual to aid continuity.	External consultants are engaged if required;		2.0	3.0	6.0	2.0	3.0	6.0	Averse (5)	ReLondon should be able to secure and manage the expertise it requires.		
5	Failure to deliver externally funded programmes:	Strategic	A, B, C	Reputational damage among key stakeholders. Could result in penalties.	Projects do not deliver the expected benefits	Robust governance, good skills and practice, good project methodology.			2.0	3.5	7.0	3.0	3.5	10.5	Minimal (10)	Failure to deliver risks 'claw back' and jeopardises ability to secure future funding.		
6	Serious risk to delivery as a result of change in political environment.	Political-External	A, B, C	ReLondon loses its capability to influence (at a local level and beyond) thereby threatening the achievement of its objectives.	Reliance on key stakeholders, e.g. Mayor, GLA, London Councils changes. Macro-political change.	Demonstrate performance and show record of success. Regularly meet with government, councils and stakeholders to communicate this. Make sure government recognise the success of the ReLondon model. Maintain relations with London Councils. Open channel of communication (communication strategy). Survey stakeholders to understand their view of ReLondon.	Close relationships with GLA and London Councils are maintained at an officer level.		2.0	3.0	6.0	4.0	3.0	12.0	Cautious (15)	ReLondon can do little to change local political environment.		
7	(Deleted - no current risk 7)																	
8	ReLondon is unable to demonstrate measurable impact:	Strategic	A, B, C	ReLondon loses its capability to influence, thereby threatening the achievement of its objectives.	. Poor data, muddled drivers, etc. . Profile - people who need to know may not know ReLondon are . ReLondon not seen as relevant, i.e. to LA's, mayor, GLA, etc. . Communication risk - if something is going well people don't know about it.	Measure outputs and contribution from the programme. All projects and programmes are closely monitored and regularly reported to the Board. Consultants have been engaged to develop and implement an impact assessment methodology.			2.0	4.0	8.0	2.0	4.0	8.0	Averse (5)	ReLondon should not be embarking on projects and programmes if impact is not measurable.		
9	Investments fail to deliver sufficient returns to fulfil ReLondon's objectives	Strategic	A, B, C	Projects do not return ReLondon's invested capital nor interest. Board objectives not achieved. Reduced funds available for future investment.	. Small scale of investments means ReLondon has insufficient leverage with fund managers / investments. . Lack of alternative fund managers. . Financial failure of projects. . Investments underperform. . Increased focus on start-ups in investment and consultancy support programmes brings increased risk of failure. . Failure to have a significant scale impact.	No new direct investments made. Any investment activity into 3rd party funds. Portfolio performance reported to AC.			3.0	4.0	12.0	4.0	4.0	16.0	Open (20)	Investment programme is now closed to new investments. Little influence		
10	(Deleted - no current risk 10)																	
11	(Deleted - no current risk 11)																	
12	Risks arising from commercial activity.	Financial, Operational, Reputational.	A, B, C,	Staff time is stretched between commercial activities and other 'core' activities. ReLondon's reputation could be negatively affected if perceived to be too commercial and if considered to be working too closely with and/or sponsored by organisations whose values do not align with those of ReLondon. Financial and reputational risks of failing to deliver on commercial contracts.	ReLondon commercial activity.	A new Commercial Manager has been appointed to oversee all commercial work and to consider which opportunities should be pursued and ensure commercial activity is only undertaken if it can be suitably resourced. A consultancy opportunity evaluation process has been created to allow the systematic review of risks associated with each activity.	A trading company has been set up to ringfence the commercial activities.	Impact amended to include sponsorship. Preventative controls amended to include work on methodology for sponsorship.	3.0	3.0	9.0	3.0	3.0	9.0	Open (20)	Commercial approach will not be successful if risk appetite is too constrained. Long-term sustainability of ReLondon requires successful commercial activity so an openness to risk is required.		
13	Global uncertainty.	Financial, Operational.	A, B, C,	Uncertainty of supply chains, labour markets, interest rates and inflation affecting ReLondon, waste businesses and SMEs and other partners with which ReLondon is working.	Global uncertainty relating to post-pandemic economic recovery; war in Ukraine, increasing prices, residual Brexit uncertainty.		Maintaining a flexible approach to allow for adjustment of plans in light of developments/trends.		3.0	3.0	9.0				tbc			