

# London Waste and Recycling Board Board Meeting

2.30pm – 4.00pm Tuesday 17 October 2023

Meeting Room 8, The White Collar Factory, 1 Old Street Yard,  
London EC1Y 8AF



Webcast: <https://www.youtube.com/channel/UCvDI-KedJAexZNplPZU9KpA>

## Agenda

### Part 1: Regular business

No.	Item	Pg no	Action required	Relevant appendices
1	Welcome and apologies	-		
2	Declarations of interest	-		
3	Minutes of the previous meeting	2	For approval	
4	CEO's report (Part A)	6	For information	1: Media coverage 2: Events list 3: Project dashboard 4: Finance report
5a	Programme updates (Part A)	14	For information	
6	Strategy review	-		
7	AOB	-		

### Part 2: Confidential business

No.	Item	Pg no	Action required	Relevant appendices
4b	CEO's report (Part B)	24	For information	
5b	Programme updates (Part B)	25	For information	
8	Greater London Investment Fund	28	For approval	
9	Board Advisor & Audit Committee Member appointments	30	For approval	

Under Section 18 of The London Waste and Recycling Board Order 2008 this meeting is open to the public, which is facilitated via the webcast: this is subject to paragraphs 18 (2) and (3) which allow the exclusion of the public where confidential information may be disclosed.

## Agenda item 3. Minutes from previous meeting

**Decision:**

The Board is asked to approve the minutes of the meeting of 6 June 2023 as presented below.

### ReLondon Board Meeting Minutes: 6 June 2023

Minutes of the meeting of the ReLondon Board (London Waste and Recycling Board) held on 6 June 2023 2:30pm, at: The White Collar Factory, 1 Old Street Yard, London EC1Y 8AF and remotely via Zoom.

#### Board Members Present

Liz Goodwin (Chair)  
Cllr Nicholas Bennett  
Cllr Krupa Sheth  
Cllr Claire Holland  
Joe Murphy  
Chantelle Nicholson

Approved at ReLondon Board Meeting on 17 October 2023

Signature: .....  
Liz Goodwin, Chair

#### Also Present

ReLondon: Wayne Hubbard, Ali Moore, Antony Buchan, Jo Rogers,  
Pauline Metivier, Adam Leibowitz  
GLA Jemilah Bailey

#### 1 Apologies

Apologies were received from Cllr Nesil Caliskan and Shirley Rodrigues

#### 2 Declarations of interest

No interests were declared over and above those previously recorded in the Board's standing register of interests.

#### 3 Minutes of the previous meetings

Minutes of the meeting held on 16 March 2023 were approved.

#### 4 Chief Executive Officer's Report

WH introduced the paper and noted in particular the success of the funding bid to UKSPF for £1.4m for SME support in adopting and scaling up circular economy initiatives. He thanked the team (in particular PM and LS) for their work in this area.

WH reported that a very strong candidate had been offered the position of Head of Partnerships and External Affairs, who is expected to join the team in September.

WH was pleased to report that ReLondon won the Campaign of the Year category in the Sustainable Awards 2023 for the food waste reduction app campaign run in partnership with London borough of Bexley, Kitcher, and Olio, and thanked the Local Authority Support Team, in particular Amy Casey for its work.

### ***Project Dashboard***

The Board reviewed the Project Dashboard which showed no new “red” alerts.

### ***Audit Committee Update***

JM introduced this section of the paper, and was in particular pleased to report that the internal audit had given an assessment of ‘adequate’ assurance and concluded that ReLondon “...may take comfort that your organisation operates a system of internal controls which is in our opinion adequate and effective, given the resources available to it...”.

No Management Accounts were reviewed by the Committee as it was still in Q1 when it met.

The Audit Committee Update was noted by the Board.

## **5 Annual Governance and Accountability Return (06/06/2023 - 5)**

The Board:

- Noted the Internal Audit Report presented.
- Noted the Annual Internal Audit Report presented.
- Approved the Governance Statements 2022/23 (Section 1 of the AGAR submission).
- Approved the Accounting Statements 2022/23 (Section 2 of the AGAR submission).
- Noted the additional information to be submitted with the AGAR.

## **6a Programmes Updates (06/06/2023 - 6)**

PM, AB and AM introduced the update report which was noted by the Board.

PM reported that since the papers were dispatched, two London boroughs have signed up to the food purchasing commitment.

AB reported that since the papers were dispatched a Memorandum of Understanding had been agreed with the One World Living programme confirming ReLondon’s ongoing support to the programme.

### **Any Other Business**

NB asked whether any of the Local Authorities have re-use facilities at their Reuse and Recycling Centres allowing members of the public to take materials. AB confirmed that many do and agreed to send further details.

### **Part B Confidential business**

{Redacted}

## Agenda Item 4: Chief Executive Officer's report

### Top Risk Areas

#### People and skills

As at 1<sup>st</sup> October 2023, there are 30 permanent positions in ReLondon, In the preceding year, five members of staff in permanent positions left the organisation (17%). 15% is generally considered to be a good benchmark, especially when compared to the overall national average turnover of 37% reported by the CIPD.

Of those in permanent positions, 97% have been employees for over one year. That this figure is not lower given the 17% turnover reflects that fact that in several instances adjustments have been made to the staff structure following departures to adjust to the changing requirements of the organisation.

The above figures do not indicate that ReLondon has any problem retaining staff. It is possible however that adjustments to the staff compliment to reflect changing circumstances may need to be made as we go through the long-term strategy development process. Katie Rowberry has started in the new post Head of Partnerships and External Affairs. Katie will be reaching out to Board members to introduce herself and discuss funding opportunities with you. I would be grateful if you could spare some time for Katie as she intends to get moving with speed.

The Communications and Campaign Lead, is leaving at the end of October. We have conducted a review of the Communications team and will be submitting a revised structure to the Audit Committee for approval. It will have additional team members within the current budget envelope to reflect the Board's priority for good quality behaviour change campaigns and our need for marketing expertise.

We will be moving offices at the beginning of November to shared facilities at the Sustainable Ventures Climate Tech Cluster workspace at County Hall. Although there will be some disruption to staff, we conducted a consultation exercise, and I am pleased that most staff seem to be content with the move and recognise the overriding need for us to save fixed costs. There is the risk of some turnover of staff because of the move, but I believe that risk to be very limited.

## Money

We won a £175k consultancy contract with London & Partners over two years (£50k this FY) to catalyse public-private partnerships between London's circular SMEs and public organisations, such as local authorities, GLA functional bodies and UK wide public sector organisations.

We secured a total £210k grant from LB Southwark to run the Southwark Pioneer Fund, an SME grant programme of which £100k is for ReLondon staff costs (£28k this FY and £72k in 2024/25).

We were awarded £17k from Circular Building Coalition to develop a proof of concept for the London Circular Construction Coalition, which if successful will go on to be funded a further £65k for the second stage.

## Stakeholder Relations

Relations with GLA and borough officers is good, with particular improvement in relationships with London Council colleagues. This has been demonstrated by the development of joint response on key waste policy issues – such as the recent joint response to the Public Accounts Committee Call for evidence – The Government's Resources and Waste Reforms for England (available on request).

We are continuing to work with, support and help to deliver work under the London Climate theme of reducing consumption emissions (One World Living Programme)

The Head of Partnerships and External Affairs will be reaching out to key contacts within London Councils technical and government relations teams.

ReLondon's reputation among officers both within London and beyond remains high with interest in what we do and say.

## Staffing

Since the last meeting of the Board the following staff changes have taken place.

### *Joiners*

Head of Partnerships and External Affairs

Research Advisor (BTSS) Fixed term, 1 Year (maternity cover)

### *Leavers*

- Food Wave Campaign Lead (end of fixed term contract)

## *Moves*

The Senior Advisor, Circular Economy Analytics and Knowledge will be going on maternity leave in October. The current Circular Economy Research Coordinator position will be upgraded to Research Advisor on a temporary basis and this role will be supported by the newly appointed (fixed term) Research Advisor mentioned above. Our current London Recycles campaign lead will be leaving ReLondon on October 20<sup>th</sup> and recruitment planning is underway to find a replacement.

## **Communications and publicity**

### *Press releases:*

The following press releases have been issued since the last report:

- **Love Not Landfill** – 5th June listings release for Love Not Landfill clothing pop-up shop at Angel Central
- **Textiles MFA report** – 19<sup>th</sup> June B2B release for trades/sector outlets following publication of London's Fashion Footprint report mapping clothing material flow in London
- **Love Not Landfill** – 19th June consumer news release (a variation on the B2B one above) to fashion and London/other news outlets
- **Green New Deal** – 22<sup>nd</sup> June – showcasing the impacts of the Green New Deal funding and advisory support for circular SMEs, delivered by ReLondon's business transformation team
- **Circular Economy Week** – 9<sup>th</sup> October – Listings/B2B release for CE Week 2023 announcing new SME support and CE Week programme

Media coverage achieved since the last Board meeting relating to these and other events, projects and partnerships is at Appendix I.

### *Events:*

Events at which ReLondon has been represented since the last report include:

- **London Fashion District Festival** – 13/07/2023 – Rachel Singer presented the research findings from the textiles MFA report at Fashion District's London festival
- **Circular London: building a renewable city report launch** – 14/07/2023 – Wayne Hubbard spoke on a panel at New London Architecture's event about the CIRCulT project and ReLondon forming the London Circular Construction Coalition
- **London Mayoral food supply chain roundtable** – 12/09/2023 – Rachel Shairp engaged and convened a wide range of food industry giants to attend the London Mayoral food supply chain roundtable, Co-chaired by

Liz Goodwin and Shirley Rodrigues – an action promised by the Mayor of London following publication of the food MFA report at COP26

- **Creating Queensland's Circular Economy: Lessons from London- 19/09/2023** – Wayne Hubbard spoke at this conference hosted by CEDA/Aurecon in Brisbane, Australia, sharing ReLondon's world-leading expertise as circular economy thought leaders and practitioners
- **IDET Away Day Panel Session 2: Horizon scanning – 21/09/2023** – Lamia Sbiti presented at this event on industrial decarbonisation and emissions trading directorate hosted by the Department of Energy Security and Net Zero (DESNEZ)
- **Tesco's One Planet Community on circular fashion – 29/09/2023** – Sarah Malone and Rachel Singer presented the findings from the textiles MFA report and wider work to support a circular fashion supply chain in London at this internal talk for Tesco employees

Full details of all other events since the last Board meeting is shown in Appendix 2.

#### *Awards:*

- **National Recycling Awards 2023** – ReLondon has been shortlisted in the circular economy initiative category for the Islington circular economy grant scheme. Winners will be announced on 16<sup>th</sup> November 2023.



## Project Dashboard Commentary

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

- Business transformation (UK Shared Prosperity Fund) has now begun – this is reflected by a status change from ‘No activity’ to ‘On track’.
- Mindful Shopper has been paused to redirect staff capacity to other priorities – this is reflected by a status change from ‘Issue-being managed’ to ‘No activity’
- Impact report project is now underway – this is reflected by a status change from ‘No activity’ to ‘On track’.
- Recycle Week 2023 – moved from grey to green as plans are on target for digital content (see programme update paper).
- Food Wave – moved from green to grey as delivery has ceased. The final phase will be project reporting and financial reconciliation in November/December.
- Love Not Landfill core – moved from amber to green as two pop-ups and two swaps have taken/are taking place in quarter 1 and quarter 3 this year.

## Annual Governance and Accountability Return

The external audit publication deadline passed at the end of September and unfortunately a qualifying statement has been issued. Despite the clean bill of health given by the internal auditor in June, the external auditor did not accept an immaterial balancing adjustment and issued the following statement:

‘The AGAR was not accurately completed before submission for review: The figures in Section 2, Boxes 6 and 7 of the prior year comparative column do not agree to the prior year final signed AGAR by £14,722 and the smaller authority has not been able to explain the reason for this adjustment.’

This response was provided two days prior to the deadline which did not allow enough time for us to be able to challenge the qualification and have it removed. However, we can say without question that money is not missing from ReLondon, our bank balance and accounts are perfectly reconciled. The issue relates to the movement of funds and the timings of release into the P&L.

Over the last 18 months we have been improving the financial systems, incorporating best practice accounting policies and ensuring that ReLondon’s finances are robust and accurate. This has included improving the accruals and deferrals processes for multi-year grant funding and VAT registration and reconciliations, neither of which are easily compatible the cash based AGAR system.

As part of the audit process this year, ReLondon identified the amount unreconciled in the closing balance at March 2022 (which had been prepared by external consultants BDO following the departure of the previous financial controller) and investigated the cause, which is the sum of adjustments made during the financial year to rectify movements in accruals, deferrals and VAT charges. We sought financial advice from Haines Watts, who recommended it be recorded as an immaterial balancing adjustment. This was accepted by our internal auditors, but external auditors PFK Littlejohn have deemed it to require a qualifying statement

Whilst deeply frustrating we are confident that this is a one-off incident and that it will not happen again. We do not believe there will be any significant impact with stakeholders, as whilst published, it is not a widely searched or reviewed document. We are currently producing a set of accounts that can be used for stakeholders and that reflect the activity of ReLondon in a more common and digestible format.

### **Audit Committee Report**

The Committee met once (on 6 September 2023) since the last full Board meeting. The Committee considered the following items:

#### *Members of the Committee*

The Committee noted that Cllr Claire Holland had stood down from the Committee and that Cllr Nesil Caliskan would soon be standing down from the Board. The Committee agreed that the membership of the committee was being increased by two with the appointment of external members, there was no urgent need to fill the vacant Committee position and that this should be left until the vacancy on the Board is filled.

The two candidates recommended for appointment to the Audit Committee (see agenda item 7) joined the meeting as observers.

#### *Finance Report*

The Committee reviewed the Q1 Finance Report presented (See Appendix 4) and noted in particular that income is slightly greater than anticipated and expenditure slightly below. Noted that the management accounts include only actual income received or invoiced, but that contracts have been signed for approximately 82% of the annual income budget.

The Committee welcomed a presentation of the delivery costs, overheads and income for each of ReLondon's business units – which provides better insight funding and resourcing needs and will inform financial strategy plans.

### *Treasury Management*

The Committee noted the current treasury management policy (in which reserves are on loan to the GLA and until June 2023, were receiving interest of approximately 5% based on the daily return on the GLA Group Investment Syndicate (GIS). The GIS has now been disbanded and interest will now accrue in line with the Sterling Overnight Index Average of the Bank of England. This change prompted a review of options for ReLondon's reserves. The Committee agreed with the conclusion that the loan to the GLA remained the best option as it provided a comparatively high return with a low risk to capital and instant access to funds. No change to the Treasury Management Policy was therefore made but it was requested that the policy be kept under review.

### *Office Move*

The Committee noted the forthcoming office move the Sustainable Workspaces at County Hall, and the significant cost savings this will provide.

### *Staffing Update*

The Committee noted the update presented (see above).

### *Pipeline Update*

The Committee noted the items in the pipeline and in particular the now low likelihood of concluding the contract with Birmingham City Council.

### *Risk Management and Risk Register*

The Committee agreed an amendment to ReLondon's Risk Management Strategy such that the Audit Committee will now concentrate only on the very top few existential risks to the organisation and management of all other risks will be delegated to the CEO and the Senior Management Team. The Committee agreed that the three key risks centred around ensuring sufficient funding, maintaining the support and engagement of key stakeholder and ensuring ReLondon retains the skills and personnel required to deliver its objectives:

	Risk summary	Potential impact	Controls	Risk score (impact x likelihood)
A	Insufficient financial resources	Income generation (grants, commercial, investments) is not as successful as expected, reducing ability to deliver business plan or maintain ReLondon as a 'going concern'. Creates need to cut expenditure significantly and reduces capability and capacity to deliver objectives and generate new income.	Diversification of income streams. Improved financial models and management. Head of partnerships role created to develop government funding plan and corporate opportunities.  Financial plan and milestones in place to 2027 with key decision points.	12
B	ReLondon loses the support of its stakeholder community.	Stakeholder organisations loose interest in ReLondon or lack confidence in ReLondon's ability to deliver (eg on recycling rates and CE take up by businesses). Leading to detrimental impact on income streams (directly as funders and clients and as a consequence of general lack of enthusiasm for ReLondon).	Continuous programme of stakeholder engagement activity aimed at maintaining and expanding ReLondon's profile in the stakeholder community. With specific emphasis on direct fundraising, business development and engaging stakeholders to lobby on ReLondon's behalf.  A Head of Partnerships and External Affairs has been appointed to lead this workstream.  Production and dissemination of an annual Impact Report.	12
C	Loss of key / senior staff; Lack of appropriate skills.	Disruption and demotivation of team, inability to deliver projects or work teams, insufficient skills / leadership to deliver ReLondon objectives. Diversion of resources.	Work towards a new strategic plan with clear objectives for all organisation. Focus on employee value proposition and financial sustainability to provide stability and security. Further enhance the learning and development programme to support professional growth.	12

The Board will focus on these at its planned strategic planning session in December.

### *GLIF Investment*

The Committee considered the pros and cons of a potential early return of funds invested in the Greater London Investment Fund under the guarantee provided by the monthGLA when ReLondon invested in the fund. A more complete evaluation of the options was requested and will be considered in the confidential section of this meeting.

### **Supporting documents:**

- Appendix 1 Media coverage
- Appendix 2 Events list
- Appendix 3 Project dashboard
- Appendix 4 2023/24 Q1 Finance report

## Agenda Item 5A: Programmes update

### Business & Sector Support

#### *Material Flow Analysis: textiles*

The material flow analysis report for the textiles sector, conducted in collaboration with University College London (UCL) and Circle Economy, was successfully launched on 28 June at Angel Central as part of the Love Not Landfill pop-up shop. The launch event was attended by representatives from across the textiles industry, including local authorities, brands, charity retailers, and textile recyclers. The research has since been presented at 5 external events and the findings covered by 4 different media outlets, including ITV London and the BBC.

The report was published alongside a commitment from ReLondon, London Councils' One World Living (OWL) programme and the GLA to convene London boroughs and the textiles industry to update the OWL textiles action plan, based on this new evidence, and deliver the actions in a collaborative way.

During Circular Economy Week, ReLondon (in collaboration with the OWL and EMF) will hold a workshop for London boroughs and the textile industry to work towards a collection vision for a circular fashion industry (at the time of writing 40 officers from across 22 London boroughs are registered). The workshop will highlight why tackling fashion consumption and waste can support London boroughs in reaching their goals, gather further information on initiatives happening across London boroughs and share opportunities for boroughs to get involved in the development and implementation of an ambitious textiles action plan for London.

#### *Material Flow Analysis (MFA): packaging*

ReLondon has now commenced planning for its third material flow analysis. This latest MFA aims to map packaging flows (including plastics) across the London and link these flows to consumption-based emissions. The decision to widen the scope to packaging has been agreed with the GLA, London Councils and the OWL plastics programme. A tender is being developed and will be issued by the end of October, with an anticipated project start date by the end of the year and the publication of a report in Circular Economy Week 2024.

The packaging material flow analysis is being funded by ReLondon; however, the team will continue to search for sponsorship opportunities. Funding applications to develop a material flow analysis for electricals and the built environment have been submitted to UKRI (in collaboration with Brunel University) and to EPSRC (in collaboration with the University of Sheffield), respectively. The outcome for the electricals MFA funding application will be announced in October.

### *Methodology for measuring ReLondon's impact*

The monitoring and evaluation framework (including monitoring tools) for ReLondon's activities has been developed and an internal working group established to embed the methodology across the organisation. The team is currently collating data across the different programme areas for activities held in the financial year 2022-23, including issuing three separate stakeholder surveys to gather feedback on ReLondon's business support programme, local authority support and citizen behaviour campaigns. Interviews will also be carried out to gather feedback from ReLondon's key partner organisations on ReLondon's wider impact. Project leads will present the preliminary findings to the Board in December and a public-facing impact report will be published between January and March 2024.

### *CIRCulT Programme*

Over the period of June – September, the team prepared for submission of the final reports to the CIRCulT programme, as well as organisation of the final event held in Copenhagen in September.

### *London Circular Construction Coalition*

In collaboration with London boroughs, we continue to develop a proposition to lead the London effort towards a more circular built environment after the end of the CIRCulT project. The proposed London Circular Construction Coalition will encourage and support boroughs and the GLA to make ambitious planning, procurement and infrastructure policies, by developing common evidence-based ambitions, organising knowledge sharing and supporting demonstrators. We have secured funding from the Circular Buildings Coalition's open call to develop our proposal for material redistribution, one aspect of the coalition's work.

### *Ellen MacArthur Foundation Strategic Partnership*

ReLondon officers (along with GLA colleagues) will be attending the EMF network workshop in Arles on 11-12 October. ReLondon will present at the Business Models Across the Value Chain session. The workshop will be an opportunity to connect and hear from corporates on how they are interpreting the circular economy and what drives business decisions as well as to promote London as a centre for circular innovation.

### *Food Flagship Initiative*

On September 12<sup>th</sup>, the GLA hosted a Food Supply Chain Roundtable. The event was jointly chaired by Shirley Rodrigues, Deputy Mayor, Environment and Energy and Dr Liz Goodwin OBE, ReLondon chair and WRI Director as part of the Food Flagship Initiative partnership. The Roundtable was delivered as one of three commitments made by the Mayor in response to the findings of the London's Food Footprint report – published by ReLondon in the build up to COP26.

The purpose of the roundtable was to convene influential food supply chain organisations to discuss collective action to reduce food waste and food-related

emissions in London; and to discuss how they could make a commitment to work with each other or the city (through directly supporting or aligning to existing city projects) to accelerate progress towards common goals.

The meeting, held at City Hall, was attended over 30 key business and third sector representatives from London's food supply chain, including wholesale, logistics, retail, caterers, the hospitality sector and redistribution charities (as well as GLA, ReLondon and EMF colleagues).

The event was held under Chatham House Rules. A summary of the afternoon's discussion is being prepared and will be shared with the participants. This will then be used to follow up with participants; with the aim of finalising commitments to support actions to tackle food waste and food emissions.

#### *Business Transformation*

Since 2017, the team has registered 456 SMEs for support, of which 59% are businesses that already have circular offerings or initiatives that they are looking to scale, and 41% are traditional, everyday businesses exploring circular business models.

The spread of SMEs across ReLondon's target route map sectors is as follows:

- Built Environment – 18%
- Food – 25%
- Textiles – 22%
- Plastics – 16%
- Electrical – 8%
- Other – 12%

To date, across all funded activities, the team has delivered over 12,000 hours of support and contributed to the launch of 81 new circular products/services/processes, the creation of 195 jobs and safeguarding of 532 jobs. Supported SMEs have been able to secure over £8m in private and public funding to operate circular business models.

In the last quarter the team has conducted final ramp-down activities for the ERDF-funded part of the programme, including completion of a final summative assessment and completion of final claims.

In parallel the team has begun delivering under the UKSPF funding, specifically:

- Delivering one training session to 12 SMEs on how to pitch their products and services to local authorities.
- Preparing delivery of the *High streets beyond waste* service, which includes training and grants for high street businesses to adopt circular practice. We delivered a webinar on 28 September to help council officers that regularly engage with high street businesses to speak about the

circular economy with this audience. Delivery of business-facing support will begin next quarter, with grants available from February 2024.

- Preparing for delivery of the *Growing London's circular food system* service, which includes grants and advisory support for circular businesses scaling products and services that tackle food waste, create value out of food by-products/surplus and support locally grown, sustainable food – in line with the Food Flagship Initiative aims. Grant applications will launch during Circular Economy Week.
- Continued onboarding of new SMEs to the [Circular Economy Matchmaker](#) – now showcasing 93 circular businesses.

In addition, our proposal submitted to London & Partners for a programme to catalyse partnerships between circular SMEs and public sector organisations, has been selected for funding. This project will be delivered over the period October 2023 – March 2025 and aims to help 40 businesses improve their access to collaboration projects with UK-wide local authorities, GLA functional bodies and educational institutions such as universities and schools. ReLondon will receive approximately £175,000 (excl. VAT) over the 18 months to deliver activities such as engagement with public sector organisations, training for circular SMEs, matchmaking services and the accompaniment of a public-private demonstrator, leveraging our assets and networks from other activities (e.g. Circular Economy Matchmaker, London Councils One World Living, Food Flagship Initiative). These activities will complement our UKSPF-funded business transformation work.

## Local Authority Support

### *London waste composition project*

ReLondon has developed a London-wide waste composition dataset. This has been created by combining existing recent waste composition analysis data from 22 London boroughs. The analysis provides the most comprehensive and recent household data estimates available for London and provides critical data for London waste authorities, GLA and London Councils as London prepares for the implementation of the national collection and packaging reforms. A report of the key findings has been drafted and will be published on the ReLondon website following a workshop with GLA colleagues to discuss the data and next steps for augmenting available waste data for London.

### *Flats above shops (FLASH)*

For the last 3 years ReLondon has been supporting boroughs to increase recycling from challenging urban housing types, with the latest wave of activity focusing on Flats above shops (FLASH). Following initial desk-based research and an in-depth ethnographic study with residents living in FLASH, ReLondon is now planning the live phase of demonstrator project.



ReLondon is working with the London boroughs of Hammersmith and Fulham, Islington and Waltham Forest to deliver the project in six streets (two per borough). Where possible, a food waste collection service will be introduced, in addition to improving the quantity and quality of dry recycling collected across all sites. The specific interventions per site are currently being developed, and are planned to 'go live' in February 2024. These may include: floor markings and updating all current signage to make it easier for residents to know when and where to place their waste/recycling out, new types of containers for food waste and containerising the dry recycling to ensure it is collected separately from other street arisings. We are also monitoring participation for the project, which will be replicated post February to understand the impact of the interventions.

#### *Heston Village Project ('Heston in the Loop')*

ReLondon, in partnership with the London Borough of Hounslow, is delivering a circular neighbourhood project: 'Heston in the Loop'.

The project runs between March 2022 and March 2024; and as such is now in the final 6 month period of activity. A wide range of digital and physical interventions are being delivered in the community, directly and through SME partnerships. The period ahead will see the new activity, including:

- Textiles repair courses led by the Council Adult Education Team and regular repair cafes run by the local community with a range of partners;
- This academic term will also see the introduction and expansion of circular activity in schools; Team Repair delivering electronics repair sessions in Heston schools, and Pupils Profit refill initiative expansion to one additional school;
- Community growing sessions, being delivered by Cultivate London are being expanded to cover three additional growing sites in Heston as well as extending the Heston Acton Group sessions;
- In the period ahead, bin stickers will be distributed to all householders in Heston to increase awareness of the Olio food sharing app whilst also increasing Heston in the Loop brand awareness;
- A Love Not Landfill community clothes swap is planned for November, under the ReLondon brand, with Cranford College to encourage textiles reuse amongst the students and wider community;
- A southeast Asian occasion-wear pop-up is being held, run by Circular Threads, to increase accessibility of pre-loved textiles in the community;
- Further business engagement will also be conducted, to increase the prevalence of the City to Sea refill scheme (to reduce single use plastic) and Too Good To Go (to reduce food waste and increase B2C sharing).

Phase 3 of the targeted Heston in the Loop behaviour change comms campaign is now complete, with 3 further bursts of activity planned before project end. The

next phase of activity will be launched to coincide with Black Friday to counter the pattern of increased consumption at this time.

Heston in the Loop Advisors, recruited in partnership with local community partner C-Change, have completed 3 months engagement with Heston residents, promoting the project and promoting the new circular opportunities available. Following a successful initial period, the Advisors will be extended for a further 4-month period to maintain an 'on the ground' presence.

Project monitoring and evaluation continues to be undertaken by Winning Moves, and an interim outcomes report is due October 2023.

#### *Circular Neighbourhoods Collaboration Network*

ReLondon convenes a network of London community / neighbourhood circular economy projects, borough and third sector led. The network is due the fifth meeting in October 2023, with a planned site visit to a closed loop food system at a local restaurant. The sixth meeting, due in the New Year, will be hosted at the Hackney Wick Fish Island circular hub.

#### *Reduction and Recycling Plans (RRP)*

ReLondon is supporting the GLA and boroughs in the review of the second round of RRPs for the period 2023-2025; all boroughs have now submitted their final draft RRPs and ReLondon reviews are now complete. The GLA is working towards a November deadline to have final sign off, with uploads to the London Datastore complete.

#### *Webinar series*

This year, ReLondon has delivered a series of webinars for local authorities. These have focused on:

- April: ReLondon's Matchmaker platform (detailed below)
- May: London household waste compositional analysis (detailed above).
- September: the Podback kerbside recycling scheme

A webinar on consistency and the statutory guidance consultation will be delivered pending the release of the Government response.

## **Communications and behaviour change**

### **Corporate communications and marketing**

#### *PR and events:*

Detail on press releases and attendance at events is included in the CEO report.

#### *Circular Economy Week*

CE Week 2023 will take place from 16<sup>th</sup>-20<sup>th</sup> October. We have secured Visa as a headline sponsor, while official supporter organisations include Mayor of London, Ellen MacArthur Foundation, London and Partners, CIWM, IEMA and

Circular Economy Club. 50+ partner events are scheduled to take place during CE Week hosted by external organisations. These events comprise a mixture of online and in-person events in the form of workshops, webinars, walking tours, talks, panel events, cooking/product demonstrations and networking events. They focus across multiple sectors, namely built environment, textiles, plastics and packaging, electricals and electronics, and food, and are targeted at different audience types e.g. business, government and citizens.

ReLondon-hosted events during CE Week include a 2-hour hybrid opening event on Monday 16<sup>th</sup> October exploring how circular economy meets not just environmental but also economic and social policy priorities too. Keynote speakers include Ann Pettifor, political economist and author of *The Case for the Green New Deal*; as well as Lord Callanan, Minister for Energy Efficiency and Green Finance at the Department for Energy Security.

Other ReLondon-hosted events during CE Week include an SME networking event in collaboration with Visa; two webinars showcasing circular economy leadership and innovation from different cities, regions, communities and enterprises across Africa and Latin America; a final networking event to close off the CIRCulT project for built environment stakeholders; and a webinar for SMEs interested in accessing the new UKSPF-funded support for small businesses.

#### *Podcast:*

The podcast has been on hold since the end of June while a future commercialised (sponsorable) format is decided. Visa has been offered a podcast episode as part of their CE Week headline sponsor benefits, but plans have not progressed beyond an initial discussion and expression of interest in accepting the opportunity.

#### *Newsletter:*

Two newsletters have been issued since the last Board meeting: the summer newsletter was issued at the end of June and the autumn newsletter was issued at the start of October, ahead of CE Week.

#### *Publication process:*

The following knowledge products have been published on the ReLondon website since the last Board meeting:

- **Report:** London's fashion footprint: An analysis of material flows, consumption-based emissions, and levers for climate action – published in June
- **Response:** London's fashion footprint – London's response to the report – published in June
- **Report:** Flats above shops (FLASH) – resident insight research (Revealing Reality external report) – published in July
- **Case study:** circular SMEs (59 productions) – published in July
- **Article:** Why we need a London Circular Construction Coalition – published in July

- **Toolkit: Cost Benefit Calculator for the Flats Recycling Package** – published in August

Coming up are the following:

- Pan-London waste composition analysis **report** – scheduled for October
- Waste Composition Analysis **methodology** for boroughs – scheduled for October
- Jobs and skills **case study** series – scheduled for November and December
- Food Flagship Initiative Procurement **toolkit** – scheduled for October
- Circular SME community: **3 leaflets** (food, plastics and textiles) and **3 topic guides** (same sectors) – scheduled for October

#### *Digital:*

Figures for ReLondon's website page views are down in the period from June 2023 to September 2023, with a total of 28,106 page views (down 36% from last period), but users are up 28% from the last period from 7,610 to 9,788 users over a 3-month period. The dip in website views is due to lower activity over the summer period and reduced publication activity on the website. Meanwhile, social media activity has prioritised directing audiences to the Circular Economy Week website instead of the corporate ReLondon website in this period.

#### *Commercial marketing:*

Commercial marketing activity has been on pause since the spring, while efforts are focused on delivering core communications activity including Circular Economy Week. A forward approach for commercial marketing activity will be revisited later in the autumn with the senior management team and in particular with the new Head of Partnerships and External Affairs to decide strategic priorities and funding approaches.

## **Behaviour change campaigns**

### *London Recycles*

Year 3 activity for the **Be That Person** campaign will start in late October, both online and out of home. As there is reduced budget for this year there will only be 2 waves of activity. New assets will be used in out of home advertising. The campaign assets have been available to boroughs for free on our website for two years and we strongly recommend local authorities use them given their success (78% of those who had seen the campaign said that it made them feel they should be recycling more). Lambeth Council is intending to use the campaign over the coming months.

**Social media** content for London Recycles has focused on informing our already engaged audience about which items can and cannot be recycled, looking primarily at items people frequently get wrong. We also ran a series of posts for

Plastic Free July with some everyday basics tips and some more challenging stretch goals for those looking to engage further. Since July, organic social media content has had a reach of over 18,200, made more than 22,400 impressions and gained 379 engagements.

National **Recycle Week** will be taking place from 16<sup>th</sup>-20<sup>th</sup> October, with the theme of 'The Great Recycling Hunt', focused on missed capture (items commonly not recycled which can be). WRAP's national assets will be shared on London Recycles social media alongside two bespoke pieces of video content commissioned by ReLondon to reach our target audience; these will be boosted with advertising spend on TikTok, Instagram and Facebook.

### *Love Not Landfill*

In June, the team produced two charity pop-up shops. The first was at Graduate Fashion Week in Brick Lane, where we worked with students from Kingston University to curate two second-hand clothing collections in partnership with Shelter and the Red Cross. The week was highly successful and a great opportunity to increase visibility amongst a university-aged demographic and network with other companies in the fashion sector.

For our second pop-up shop in Angel Central, we partnered with Shelter, CRUK, FARA and rental app, Hurr, to curate four collections of ready-to-shop second-hand pieces. Each collection was curated by a different social media influencer which helped to promote the shop to our target audience of 16-24yr old Londoners.

As a result of this and our PR coverage (which secured us 22 items of coverage including BBC Radio London and ITV London News), we had footfall of over 6,000 people across the four days of operations. Partnering with resale app Poshmark, we surveyed shoppers and found that 91% said that shopping at the LNL pop-up made them want to buy more items second-hand. Using the pop-up shop as an opportunity to launch and bring wider attention to the findings of the London Fashion Footprint report proved an excellent way to showcase our citizen-facing work to a stakeholder audience, and using statistics from the report on boards around the shop raised awareness of the importance of better textile practices amongst shoppers.

In October, ReLondon has been invited to take part in the Friday Night Lates series with the Natural History Museum to produce a clothing swap. The evening will focus on how fashion interacts with the natural world and will be an exciting opportunity to engage with the campaign's target age demographic whilst taking part in a high-profile event series.

In November, we will work with Heston in the Loop to produce a Love Not Landfill clothes swap in a sixth form college on Black Friday (see Local Authority Support above). The team will work with 10 students to co-produce the event

ahead of time and will run sessions with them to increase knowledge and awareness around the impacts and importance of better textile habits.

### *Food Wave*

The main delivery of Food Wave was completed in May 2023 and our campaign lead, Arielle Vetro, left ReLondon at the end of May. The remaining activity will be final project reporting and some social media activity using assets created by students from Kingston University.

### *Eat Like a Londoner*

The second media phase of Eat like a Londoner has now launched across out of home (OOH), Facebook, Instagram and YouTube – running for two weeks from 25<sup>th</sup> September until 8<sup>th</sup> October. As per phase one of the campaign, the OOH is running across the TFL network, roadside and outside a number of large supermarkets where they have digital screens in the participating boroughs. In the first few days since launch, phase two of the campaign has already generated more than 360,000 impressions, 143,000 reach, 12,000 three-second video views and 6,000 clicks to the website via the paid social activity.

In June a local activation toolkit and brand guidelines were created to enable boroughs to create content at a local level for their citizen engagement activity, This has been shared with all boroughs and has received positive feedback. The team at NLWA have already started to use these assets as part of their community outreach to provide citizens with practical tools to reduce food waste and adopt more plant-based diets.

Following the results of the phase two paid media activity, planning for phase three will commence, which is currently scheduled to go live in March 2024.

Google is continuing to progress its proposed activation plans, which include café takeovers at their London office, staff social events to drive awareness of the campaign, kitchen training guides, online food talks and cooking classes in their teaching kitchen. This will commence with an in-person and live-streamed Food Talk event at their London campus on 18<sup>th</sup> October.

Total campaign funding is now more than £409,000 including the sponsorship from Google. Following the Food Flagship Initiative Mayoral roundtable, conversations with several other partners are in flight, as detailed in the confidential section below. The team has begun the process of seeking support and sponsorship for a further (third) year of the campaign post-April 2024.

Wayne Hubbard, CEO

October 2023