

London Waste and Recycling Board Board Meeting

10.00am, Tuesday 5 December 2023

Boardroom, Sustainable Workspaces, County Hall,
Belvedere Road, London SE1 7PB



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	5	For information	1: Media coverage 2: Events list 3: Project dashboard 4: Finance report
5A	Programme updates (Part A)	10	For information	
6	Governance review update: Board responsibilities	22	For information	
7	AOB	-		

Part 2: Confidential business

No.	Item	Pg no	Action required	Relevant appendices
5B	Programme updates (Part B)	24	For information	

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 17 October 2023 as presented below.

Minutes of the meeting of the ReLondon Board (London Waste and Recycling Board) held on **17 October 2:30pm**, at: The White Collar Factory, 1 Old Street Yard, London EC1Y 8AF and remotely via Zoom.

Board Members Present

Liz Goodwin (Chair)
Chantelle Nicholson
Shirley Rodrigues
Nicholas Bennett

Also Present

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

1 Welcome and Apologies

All those present introduced themselves for the benefit of Shaun Spiers and Mike Brown who were joining the meeting as observers.

Apologies were received from Cllr Krupa Sheth and Joe Murphy.

2 Declarations of interest

Shirley Rodrigues noted that as Deputy Mayor at the GLA she had an interest in the Greater London Investment Fund and recused herself from the discussion.

3 Minutes of the previous meetings

Minutes of the meeting held on 6 June 2023 were approved.

4 Chief Executive Officer's Report

WH introduced the paper and noted that it focused the top three risk areas for ReLondon: funding, people & skills, and stakeholders.

Funding

Recent successes in raising income were noted (London and Partners consultancy, LB Southwark, Circular Building Coalition).

The significant savings that will be made on moving to Sustainable Workspaces at County Hall from 1st November (as well as non-financial benefits) were noted.

People

It was noted that ReLondon turnover figures do not indicate any particular problem in retaining staff at the present. The newly appointed Director of Partnerships (Katie Rowberry) introduced herself and outlined her role within the organisation.

Stakeholders

The Board noted that Cllrs Nesil Caliskan and Claire Holland had stood down from the Board since the last meeting, and that notification of their replacements was awaited from London Councils.

Annual Governance and Accountability Return (AGAR)

The Board noted that the external audit of the 2022/23 AGAR identified a minor disparity between year end figures for the 2021/22 and the opening figures for 2022/23 due to a change in accounting policies. The Board was satisfied that the disparity was due to internal movements of funds (accruals and deferrals) that there is no suggestion that any money was missing.

5a Programmes Update (06/06/2023 - 5)

Programme updates were noted as presented.

AM noted that it was currently Circular Economy Week, and thanked those who had taken part in the launch event the previous day. She encouraged everybody to look at the website and participate the events planned for the rest of the week.

6 Strategy Review

KR presented plans (slide available on request) for the development of a new over-arching five-year strategy to replace the current business plan which runs to 2025. The process will run from November 2023 with final approval of the revised plan in June 2024. The importance of ensuring both London Councils and the GLA are fully involved was noted.

7 Any Other Business

LG proposed and the Board agreed a formal vote of thanks to Cllrs Caliskan and Holland for their contributions to ReLondon.

Part B Confidential business

8 Greater London Investment Fund

The Board noted the report presented outlining the pros and cons of accepting the GLA's positive response to ReLondon's request for an early return of its guaranteed investment in the Greater London Investment Fund and agreed that this should be accepted.

The Board delegated authority to the CEO to conduct final negotiations and complete agreement in consultation with the Board and Audit Committee chairs.

9 Board Advisor and Audit Committee Member Appointments

SS and MB left the meeting at this point.

The Board noted the possibility of a conflict of interests for Mike Brown as a director of Eunomia and an Advisor to ReLondon but agreed that such interests could be declared if they arise and dealt with in the usual way.

The Board approved: the appointment of Dimitra Christadou and Ayo Abbas as members of the Audit Committee and of Mike Brown and Shaun Spiers as Board Advisors.

10 Any other business

No further business was discussed.

Agenda Item 4: Chief Executive Officer's report

Top Risk Areas

People and skills

As at 1st December 2023, there are 29 permanent employees in ReLondon. In the preceding year, five members of staff in permanent positions left the organisation (17%). Of those 29 employees, all but one has been employed for longer than a year.

	Permanent employees	Leavers in preceding 12 months	Employees for over 1 year.
1 December 2023	29	5 (17%)	28 (97%)
1 October 2023	30	5 (17%)	29 (97%)

Since the last meeting of the Board on 17 October, the following staff changes have taken place.

Joiners

None

Leavers

Communications and Campaigns Lead (London Recycles)

Recruitment

The Communications and Campaign lead left ReLondon at the end of October. We have conducted a review of the Communications team and a revised structure was approved by the to the Audit Committee. New positions have been advertised with unprecedented interest. A verbal update on the recruitment will be provided at the board meeting.

We have now completed the move to Sustainable Workspaces at County Hall. Staff are happy with the move, and it is a hugely impressive space, that is in an advantageous location.

Money

Since the last meeting a consortium led by Sheffield University has been successful in securing a multi million pound research fund from the EPSRC for BuildZero, a project aimed at transforming the UK's buildings to zero extraction, zero waste and zero carbon. ReLondon is a named partner in the bid and we expect to secure c£450k contract over five years to support the project with practical demonstrators to support the research. This project will extend

beyond the life of the current business plan and exceeds £100k so formal approval will be sought from the Board once we have the details of the terms from Sheffield University.

Stakeholder Relations

We are continuing to develop an engagement strategy with key stakeholders and the Director of Partnerships and External Affairs has met with the chair and the CEO to discuss how we can improve our relationship with key local authority partners.

Communications and publicity

Press releases:

No press releases have been issued since the last report.

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

Events:

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

- **Circular fashion roundtable – 03/10/2023** – Sarah Malone presented the research findings from the textiles MFA report at a roundtable with local authorities and fashion supply chain stakeholders hosted by Waltham Forest Council
- **Ellen MacArthur Foundation, Network Workshop – 11-12/10/2023** – Katie Rowberry and Antony Buchan (along with Sam Davies from the GLA) attended the EMF network workshop in Arles, France. ReLondon presented at the Business Models Across the Value Chain session. The workshop was an opportunity to connect and hear from corporates on how they are interpreting the circular economy and what drives business decisions.
- **CE Week 2023: Ever-increasing circles – how the circular economy transition delivers against wider policy agendas – 16/10/2023** – ReLondon's opening event for Circular Economy Week 2023 featured keynote speaker Ann Pettifor, political economist and author of *The Case for the Green New Deal*; with an address from Lord Callanan, Minister for Energy Efficiency and Green Finance at the Department for Energy Security and Net Zero.
- **London Councils Transport and Environment Committee:** Lamia Sbiti and Antony Buchan attended London Councils TEC on October 18th. This was ReLondon's annual invitation to present at TEC. A general update report was presented and then a focused presentation on ReLondon's UKSPF public private partnership programme, detailing how the support is provided and how boroughs can get involved.

- **Philanthropy and the circular economy – why funders need to get involved and how to do it** – 19/10/2023 – Katie Rowberry spoke at this CE Week event hosted by The Environmental Funders Network.
- **Beyond CIRCult: Towards London's Circular Construction Coalition** – 19/10/2023 – ReLondon hosted a networking event with built environment stakeholders during CE Week to close off the CIRCult project and rally support for the London Circular Construction Coalition
- **Circular Week 2023** – 23/10/2023 – 27/10/2023: Antony Buchan attended the EU Circular Week 2023 in Warsaw, Poland. Antony participated in four events across the week: the Bioeconomy panel debate, the Mazovia Circular Congress (the week's primary event), EU Circular Cities panel and the Circular Fashion roundtable.
- **UK100 Climate Leadership Academy** – 05/11/2023 – Antony Buchan attended the UK100 Climate Leadership Academy in Nottingham. Antony presented in the Food and Farming Session on London's Food Purchasing Commitment, and in the Trash to Treasure Session on Circular Neighbourhoods and the Circular Neighbourhoods Framework.
- **London Assembly Environment Committee** – 15/11/23 – Wayne Hubbard attended the Environment Committee alongside representatives from the GLA, boroughs and industry. The committee was interested in London's Recycling rates, with interest in ReLondon's work on supporting boroughs, particularly with communal recycling.
- **Festival of Circular Economy** – 15/11/2023-16/11/2023 – Wayne Hubbard and Lamia Sbiti participated in the following panel discussions respectively: 'Circular Economy Roadmap, the Way Forward' and 'Circular economy - funding gap, moving from linear to circular'.
- **Mayor's Business Climate Challenge Recognition event** – 28/11/2023 – Lamia Sbiti attended this event hosted by the Mayor of London for SMEs and London boroughs.

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

Awards:

- **National Recycling Awards 2023** – ReLondon was shortlisted in the circular economy initiative category for the Islington circular economy grant scheme. Winners were announced on 16th November 2023 and ReLondon did not win.
- **edie awards 2024** – ReLondon has submitted an entry for Repair Week for the Engagement & Behaviour Change Initiative of the Year category. The shortlist will be announced in December 2023 and the winners will be announced on 6 March 2024.

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.

- Repair Week 2024 – moved from grey to green as plans are on target for delivering in March 2024 and outreach for event hosts and sponsors has already started.
- London Recycles (core) – moved from green to amber as the campaign lead left in October and no replacement has yet been recruited. As a result, minimal maintenance is taking place on digital channels for the core campaign.
- Business transformation (ERDF) has now ended. This is reflected by a status change from 'On track' to 'No activity'
- The Textiles Material Flow Analysis was published in June and further promoted in the past few months. The focus now, for the textiles sector, is to develop an evidence-based action plan, in collaboration with the GLA and the boroughs. This is reflected by the following status changes:
 - Textiles Material Flow Analysis from 'On track' to 'No activity'
 - London circular fashion working groups from 'No activity' to 'On track'

Audit Committee Report

The Committee met once (on 15th November 2023) since the last full Board meeting. The main items of discussion were:

Finance Report

The Committee noted the Q2 Finance Report as presented (See appendix 4), headlines of which were:

- Invoiced income is £787k year to date, below budget expectation of £922k, however additional income secured but not yet invoiced (see below).
- Programme expenditure year to date is £1.68m: 9% below budget.
- Net programme expenditure is £889k: 3% below budget.
- £360k investment costs have been drawn down between GLIF and Circularity Capital which were not in the original P&L budget for 2023/24.

Anticipated annual savings of approximately £100k resulting from the office move were welcomed.

The Committee agreed that given the forecast changes to ReLondon's financial situation, a formal reserves policy is to be developed.

Treasury Management

The Committee noted a review of interest rates available on deposits and agreed that there should be no change to the current treasury management policy (funds on loan to GLA, currently receiving interest at 5.19%)

Staffing Update

The Committee noted the update presented (the latest position is shown above above).

Pay Policy

The Committee reviewed initial proposals for amendments to the ReLondon Pay Policy.

Risk Register

The current, top level risk register was noted. No amendments were made, and noted that the risks included would be the focus of the Board Awayday in December.

The Committee approved, via a written resolution, changes to the Communications and Behaviour Change team following the departure of the London Recycles Campaign Lead:

- Revision of the current Campaign Lead (full time, grade 6) role to a Campaign Manager role (0.8 FTE, grade 8).
- Revision of (currently vacant, fixed term) Communications Executive role (full time, grade 5) to a Campaign and Communications Assistant role (full time, grade 4).

Supporting documents:

Appendix 1 Media coverage

Appendix 2 Events list

Appendix 3 Project dashboard

Appendix 4 2023/24 Q2 Finance report

Agenda Item 5A: Programmes update

Business & Sector Support

Material Flow Analysis (MFA): packaging

ReLondon has issued a tender for a packaging MFA in October with the aim to start the research by the end of the year and to publish the report in Circular Economy Week 2024.

Material Flow Analysis (MFA): built environment and electricals

Funding to develop a London built environment MFA has been secured as part of a bid to EPSRC in collaboration with the University of Sheffield. Work is expected to start in April 2024 pending appropriate sign offs.

ReLondon submitted a bid for funding a London electricals MFA to Brunel University and a decision is expected by the end of the year.

Methodology for measuring ReLondon's impact

The preliminary findings and progress on the impact monitoring and evaluation project for the financial year to March 2023 will be presented at the Board meeting and a public-facing impact report will be published in February 2024.

CIRCulT Programme

The CIRCulT programme concluded at the end of November with the publication of the final reports, the final event in Copenhagen and an event in London during Circular Economy Week where the results of the programme were presented and stakeholders were introduced to the new initiative the London Circular Construction Coalition.

London Circular Construction Coalition (LCCC)

In collaboration with London boroughs, we are developing a proposition to lead the London effort towards a more circular built environment after the end of the CIRCulT project. The LCCC 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.

In autumn, with funding received from the Circular Building Coalition, we have carried out a feasibility study to further develop the Material Reuse Portal. The ambition is to better facilitate connections between supply and demand for reclaimed building materials by leveraging and sharing data from boroughs' development projects and from circular economy statements.

We continue to develop the proposition and seek funding for the continuation of our built environment work and are awaiting a decision from Ramboll Foundation.

Food Flagship Initiative

We have applied for the Carbon Neutral Cities Alliance's Game Changer Fund to deliver a replicable model for a circular food community in London, embedding interventions that increase residents' consumption of low carbon food and reduce food waste.

WRAP has completed London's food waste reduction pathway 2030, commissioned by the GLA. We are supporting colleagues at the GLA to design a work programme for the Food Flagship Initiative for 2024 that builds on work undertaken this year.

We have finalised the reporting methodologies for emissions, provenance and waste for signatories of the Food Purchasing Commitment and will work with colleagues in London Councils' to re-engage non-signatory local authorities to bolster support for the Commitment. (which has so far been signed by the London boroughs of Hackney, Lambeth, Hounslow and Newham).

Textiles

Following the publication of the textiles MFA ReLondon, OWL, and the Ellen MacArthur Foundation hosted a workshop during Circular Economy week as part of their commitment to deliver collaborative actions to drive reuse and repair of clothing. It was attended by eleven boroughs and four GLA officers from a cross section of departments, who helped us to gather information and map initiatives across London boroughs in order to develop an ambitious textiles action plan for London.

Electricals

ReLondon supported the OWL electricals working group in the development of an application for Hubbub's Time after Time Fund. The proposed project aims to establish a network of collection points for high value reusable electricals across London and redirect donations to repair facilities enabling reuse and redistribution, instead of sending them to traditional incineration or recycling streams.

ReLondon partnered with Barnet Council, the OWL programme, London Office of Technology and Innovation (LOTI), and LEDnet to develop research that identifies specific motivations and barriers to the repair of household electricals according to user groups. After securing funding through the Challenge LDN, this project was commissioned to Imperial College and results are expected by the end of the calendar year. *Business*

Transformation

Since 2017, the team has registered 458 SMEs for support, of which 54% are start-ups/scale-ups that already have circular offerings, and 46% are traditional, everyday businesses exploring circular business models. The spread of SMEs across ReLondon's target route map sectors is as follows:

- Food – 26%
- Textiles – 22%
- Built Environment – 19%

- Plastics – 15%
- Electrical – 6%
- Other – 12%

To date, across all funded activities, the team has brokered over 200 introductions on behalf of circular SMEs 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 refine and scale circular business models.

In the last quarter (Oct-Dec) the team has:

- kicked off our [High streets beyond waste](#) support to equip 40-60 high street businesses across London to embed circular practices that build their resilience and environmental impact - the team is delivering multiple training workshops until February so that businesses can learn about the circular economy, identify suitable interventions, and then apply for grants worth up to £10,000 to implement ideas;
- launched our [Growing London's circular food system](#) support, offering mentorship and grants of up to £15,000 to scale 7-8 solutions that are in line with the Food Flagship Initiative and findings of the material flow analysis (i.e. products and services that reduce food waste, create value from by-products/surplus, or improve access to locally grown, sustainable food) – grantees will be selected and funded by December 2023;
- Launched a 'call for circular economy innovators' to become business tenants for [the Loop](#), a micro-demonstrator for the circular economy led by Hackney Wick & Fish Island CDT and delivered as part of the UKSPF-funded SHIFT Future Industries Demonstrator programme;
- Continued onboarding SMEs that meet minimum threshold criteria for business maturity, circularity maturity and innovation level to the [Circular Economy Matchmaker](#) – now showcasing 98 circular businesses.

The team has submitted the final claim and evidence to ERDF contract managers, which formally closes this phase of funding for the business transformation team. The team's activities are now primarily funded under the UK SPF, and in the last quarter have signed two new funding agreements (which have been previously reported) to deliver additional complementary and parallel activities:

- With London & Partners : for delivery of [Circular Partnerships](#) to catalyse partnerships between circular SMEs and public sector organisations between Oct 2023 – March 2025. The support package aims to help 40 businesses improve their access to collaboration projects with UK-wide local authorities, GLA functional bodies, non-departmental bodies and educational institutions such as universities and schools.
- With Southwark Council: to deliver support to local high street businesses as part of their *Southwark Pioneers Fund*, replicating the *High*

streets beyond waste support at a local level. From March 2024, we will be delivering advisory support to 36 Southwark businesses to help them identify relevant circular interventions and disbursing £95,000 in grants to 15 local businesses to implement promising ideas.

Local Authority Support

Flats above shops (FLASH)

For the last five 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.

We are working with the London boroughs of Hammersmith and Fulham, Islington and Waltham Forest to deliver the project in six streets (two per borough). In line with 'Simpler Recycling' 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. Activity is currently focused on baseline setting with regular location participation monitoring.

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. New activity that has recently been delivered and / or is upcoming in coming weeks includes:

- Monthly repair cafes, being supported by Restart and local community volunteers; providing residents with the opportunity to repair electrical items, textile garments, bikes and more. These have proved popular and continue to be delivered monthly at the Heston Community Centre;
- Textiles repair courses led by the Council Adult Education Team; the first of four courses have been delivered and proved very successful. Opportunities are being explored for expanding these to non-low income learners and hosting them outside of working hours;
- This academic term has also seen the introduction and expansion of circular activity in schools; Team Repair have commenced electronics repair sessions in Heston schools, and Pupils Profit refill initiative has expanded to two additional schools;
- Community growing sessions have been extending following a successful first six month period;

- Bin stickers will be distributed to all householders in Heston in coming weeks to increase awareness of the Olio food sharing app and reduce food waste 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 students, to encourage and raise the profile of textiles reuse;
- A southeast Asian occasion-wear pop-up has been held, run by Circular Threads, to increase accessibility of pre-loved textiles in the community;
- Further business engagement is also being 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 three of the targeted Heston in the Loop behaviour change comms campaign is now complete, with three further bursts of activity planned before project end. The next phase of activity is being launched to coincide with Black Friday to counter the pattern of increased consumption at this time. Additional outdoor advertising channels, including bus stop advertising and lamppost banners, will also be utilised in coming months to raise the profile of the programme.

Heston in the Loop advisors, recruited in partnership with local community partner C-Change, have completed four months of engagement with Heston residents, promoting the project and the new circular opportunities available. Following a successful initial period, Advisor contracts have been extended to cover the remaining period until project end, to ensure an 'on the ground' presence is maintained. One advisor is being upskilled with new asset creation skills and access to Heston in the Loop social media channels to provide continued communications support following formal project closedown. The strong partnership created with C-Change has proved valuable in many ways, including accessing a wide range of community groups and local initiatives. An interim outcome report was completed in October 2023, with a final report due imminently.

Circular Neighbourhoods Collaboration Network

ReLondon convenes a network of London community / neighbourhood circular economy projects. The network held its fifth meeting in early November 2023, twelve network members attended a site visit to a community hub in Loughborough Junction that serves as an event space, community garden and cooperative workshop for circular SMEs (activity of current businesses includes repurposing wooden pallets, locally grown mushrooms and textile repair).

The network welcomed new members from organisations such as Ealing Borough Council, the Lancaster West Neighbourhood Team (RBKC) and Hackney Borough Council this year, who are all looking to develop some form of circular neighbourhood or zone. The sixth meeting, due in February 2024, will be hosted at the Hackney Wick Fish Island circular hub.

Reduction and Recycling Plans (RRP)

All boroughs have now submitted their final draft RRP for the period 2023-2025. The GLA is working towards a November deadline to have final sign off, with uploads to the London Datastore complete by the end of the year (currently 28 of 33 online).

ReLondon is supporting the GLA to develop an RRP 'celebration event' to be held at City Hall in January 2024, this will include knowledge sharing presentations from boroughs on various projects.

Collection and Packaging Reforms

ReLondon is supporting the GLA and boroughs to understand and prepare for the Government's Collection and Packaging Reforms:

- **Simpler Recycling** – the outline of new policy was published on 21 October 2023. The key reforms are:
 - all households and businesses to receive a separate weekly food waste collection.
 - all households and businesses to receive a collection of the six key dry recycling materials (paper, card, glass, metals, plastic bottles and pots, tubs and trays). In addition, the following materials will need to be included; cartons, plastic film, foil, aluminium trays, aluminium tubes and metal jar lids.
 - The deadline for providing these services to businesses (apart from plastic film) is March 2025.
 - The deadline for providing these services to households (apart from plastic film) is March 2026.
 - The deadline for the provision of plastic film collections to both households and businesses is March 2027.

ReLondon is supporting the GLA, London Councils and boroughs with their responses to the Statutory Guidance consultation, and has prepared draft responses and a key issues briefing note for partners. The key areas being consulted on are: the ability for local authorities to collect dry recycling comingled; the ability for local authorities to collect food and garden waste together (provided this is still a weekly service); and the government's preference for a minimum residual waste frequency of fortnightly.

- **Packaging Extended Producer Responsibility (pEPR)** – alongside the publication of Simpler Recycling (21 October 2023), Government is progressing the systems required for the implementation of pEPR (published March 2022) in which producers will cover the full net cost of managing packaging waste (collection / sorting / recycling / disposal –

including service communications). ReLondon is supporting boroughs to prepare for the implementation of pEPR. Current key considerations are:

- Continued uncertainty over dates for payments to LAs, the latest date given by Defra is December 2025 at the earliest, however first invoices to producers are not due until October 2025 creating a narrow window to receive and redistribute funding.
- DEFRA has reiterated its plan to advise local authorities of the amount of payment they will receive by 1 November 2024, in order for them to include this within their budget plans for the following financial year.
- Continued uncertainty over what 'Efficient and Effective' means for the delivery of waste and recycling services, and how 'Efficient and Effective' will be assessed (with the removal from Simpler Recycling for the need for TEEP assessments). ReLondon is working with Government to minimise the risk that the 'Efficient and Effective' criteria will contradict Simpler Recycling guidance and penalise London authorities.

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
- October: Simpler recycling (following the EPR and DRS webinar held March 2023)
- November: Exemptions and statutory guidance consultation

Local Authority Recycling Rates

Defra has confirmed that 2022-23 local authority recycling figures, expected in Dec 2023, will not now be released until March 2024. London's household recycling rate for 2021/22 (latest available) was 32.7%.

Communications and behaviour change

Corporate communications and marketing

PR and events:

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

Circular Economy Week

CE Week 2023 took place from 16-20 October. Visa was the headline sponsor, with official supporter organisations including the Mayor of London, Ellen MacArthur Foundation, London and Partners, CIWM, IEMA and Circular Economy Club.

78 events took place during the week, with eight hosted by ReLondon and 70 partner events hosted by external organisations. Of these events, 55 were 'B2B' events and 23 were consumer-facing events. Two-thirds of the events were held 'in-person' – a significant shift compared to last year where only one-third were held 'in-person'.

These events were a mixture of workshops, webinars, walking tours, talks, panel events, cooking/product demonstrations and networking events, targeted at different audience types – business, government and citizens. The events spanned multiple sectors, the most popular being built environment, fashion and food, followed by plastics and packaging, everyday household items, and electricals and electronics – the latter two categories mostly taking the form of community-focused repair workshops.

ReLondon hosted eight events during CE Week including a two-hour hybrid opening event on Monday 16 October exploring how circular economy meets not just environmental but also economic and social policy priorities too. The keynote speaker was Ann Pettifor, political economist and author of *The Case for the Green New Deal*; and two informative panels followed addresses from the Minister for Energy Efficiency and Green Finance at the Department for Energy Security and Net Zero; London's Deputy Mayor for Environment and Energy; and Visa's Vice President, Government Engagement for Europe.

Other ReLondon-hosted events during CE Week included an SME networking event in collaboration with Visa attended by representatives of 34 SMEs from the business transformation network; two webinars showcasing circular economy leadership and innovation from cities, regions and entrepreneurs across Africa and Latin America; a final networking event to close off the CIRCulT project for built environment stakeholders; a webinar for SMEs interested in accessing the new UKSPF-funded support for small businesses; and a clothes swap event run by our own Love Not Landfill campaign as part of Natural History Museum Lates.

545 people registered for CE Week via the event platform. However, the overall total of number of CE Week attendees is thought to be much higher than this because event delegates also registered for events through external event partners' websites or platforms directly, skipping the CE Week platform registration step.

Evaluation surveys were sent to delegates and event hosts following CE Week. Overall feedback was positive in terms of event content, and many event hosts remarked that choosing to host their event during CE Week was valuable in terms of helping platform their event to a broader audience and feeling like they were part of a collective movement, with 90% of event hosts saying they would like to take part again next year.

Newsletter:

No newsletters have been issued since the last Board meeting as the autumn newsletter was issued at the start of October, ahead of CE Week. The next quarterly newsletter is scheduled for mid-December.

Publication process:

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

- **Article:** Food for thought – 4 ways to drive a more circular food system in London
- Waste Composition Analysis **methodology** for boroughs
- Circular SME community: 3 **leaflets** (food, plastics and textiles)

Coming up are the following:

- **Case studies:** The Felix Project, Toast Ale, Girasole, Seep, Moree, Team Repair – scheduled for publication from December onwards
- Pan-London waste composition analysis **report** – this has been awaiting sign-off for some months and a scheduled publication date has yet to be agreed (possibly early December)
- Circular SME community: Three **topic guides** (food, plastics and textiles)
- Jobs and skills **case study** series – scheduled for December onwards
- ReLondon impact **report** (FY22-23) – scheduled for end February

Digital:

Between 1 October and 15 November 2023 (time of writing) there were 22,302 page views for ReLondon's website – this figure is lower than the reported figure for the last period (28,106 page views) but that was the figure over a longer (3-month) reporting period (June 2023 to September 2023 inclusive). Website page views are usually lowest over the summer period, and increase again during the autumn period. Hosting Circular Economy Week in October – a profile-raising opportunity for ReLondon – is also likely to have contributed to increased traffic to the ReLondon website in this period.

Commercial marketing:

A decision has been taken by SMT not to pursue the marketing of commercial contracts in this financial year, as the teams are receiving sufficient leads and contracted work through word-of-mouth (and have no capacity to take on significantly larger amounts of commercial work currently). The budget allocated for this activity is being held as a potential saving, with a percentage of it to be used to support leadership team visibility at key events between now and the end of the financial year, as well as potentially to deliver a corporate website review and update.

Behaviour change campaigns

London Recycles

Year 3 activity for the **Be That Person** campaign began in late October, both online and out of home. As there is reduced budget for this year there will only be two waves of activity – the October wave being followed by a Christmas/New Year one. New assets are being 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 saw the campaign last year said that it made them feel they should be recycling more). Lambeth Council has been using the campaign over the recent months and we would like more boroughs to do so.

Social media content for London Recycles continues to be focused on informing our already engaged audience about which items can and cannot be recycled, looking primarily at items people frequently get wrong. Since October, organic social media content has had a reach of over 10,000, made more than 6,400 impressions and gained 200 engagements.

National Recycle Week took place between 6-20 October, with the theme of 'The Great Recycling Hunt', focused on missed capture (items commonly not recycled which can be). As well as sharing WRAP's national assets, we commissioned two influencer videos in order to gain a wider reach. These were both boosted with advertising spend on TikTok, Instagram and Facebook as well as being posted organically. With advertising spend, our Recycle Week content achieved 2,965,827 impressions, over 5,000 clicks and over 271,000 views.

Preparations are also underway for **Repair Week 2024**. With a date now set for the 18-24 March 2024, the team is currently working to secure funding for the week of activations; to commission new digital content and website updates to promote and support the week; and to engage event hosts.

Love Not Landfill

In October, Love Not Landfill took part in the Natural History Museum's '*Friday Night Late*' series. The evening focused on the relationship between fashion and the natural world. Alongside panel discussions and a catwalk show featuring some of London's best design graduates, Love Not Landfill hosted a clothes

swap for the attendees. The event sold out and the final footfall figures were over 1,500 – most of whom were aged 16-24. The swap was the most mentioned part of the event in the Museum's feedback surveys, being described as an 'empowering' event that most attendees would take part in again.

In November, we are working 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 has been working with 15 students to co-produce the event ahead of time and has run two one-hour sessions with them to increase knowledge and awareness around the impacts and importance of better textile habits. This way of working has the benefit of creating young activists as part of the process. At the end of November, Love Not Landfill also took part in a collaboration with Makers Mark to provide a 'donation drop-off space' in their 'Makers Mark ReMade To Party' shop on Shoreditch High Street.

In December, Love Not Landfill will work with two boroughs (Hackney and Waltham Forest) to produce day-long party wear events in each, bringing together multiple circular textile organisations into one space to engage our target audience with repair, upcycling and second-hand party and occasion wear. The events will be covered on the Love Not Landfill social media platforms as well as the platforms of all organisations involved which we hope will help to increase our audience. Finally, in January we will commission a series of influencer videos for Keep Britain Tidy's 'Buy Nothing New' month.

Food Wave

The final evaluation of the wider Food Wave project (across all countries and partners) is taking place during November, along with the last co-ordination meeting in Milan at the end of November; after which confirmation will be received about the final tranche of funding to be received post-project.

Eat Like a Londoner

The second phase of Eat like a Londoner has now finished running across out of home (OOH), Facebook, Instagram and YouTube. It ran for two weeks from 25 September until 8 October. As per phase one of the campaign, the OOH ran across the TFL network, roadside and outside a number of large supermarkets where they have digital screens in the participating boroughs. The main media results for phase 2 are as follows:

- Total impressions: our content was viewed **11,719,412+** times across all channels
- Total clicks: our digital content received **23,377** clicks, meaning this many people clicked through to the website to view the content
- Total video views: our video content was viewed **562,537** times
- Meta:
 - Our cost per click (CPC) decreased by **45%** compared to phase 1, at **£0.44** vs. £0.78 benchmark, meaning the cost we paid to the media owner for every click was even further below benchmark

- Our click through rate (CTR) increased by **88%** compared to phase I, at **1.3%** vs. 0.39% benchmark, meaning we received even more clicks on the ads than anticipated.

In October we began activating the Google sponsorship at its London campus. This kicked off with a Food Talk event featuring chefs Monica Galetti and our own Board member, Chantelle Nicholson, as well as food team leaders from Google's campuses in London and New York. The Food Talk (a more informal version of a Ted Talk) was at full in-person capacity and was available to stream for all Google employees globally. The event culminated in a Q&A session, receiving great engagement from in-person attendees. Full results for the Food Talk event and their other activations will be shared by Google in due course.

Planning and execution for phase three of the campaign is now well underway in collaboration with the working group. As budgets are smaller for this phase compared to the other two phases, we are exploring alternative channels to drive awareness and consideration.

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 underway. We have also begun the process of seeking support and sponsorship for a further (third) year of the campaign post-April 2024 and have had early positive conversations with boroughs and waste disposal authorities about it; a funding deck will be shared with boroughs over the coming weeks to start securing funding.

Agenda Item 6: Governance review update: board roles and responsibilities

At the June board meeting it was proposed and agreed that, in order to develop a vision, strategy and business model that is impactful and financially sustainable, we need to bolster expertise and perspectives at Board level in the following areas:

- Strategic public affairs and central government engagement
- London-wide stakeholder engagement
- Business development and commercial acumen
- Training and consultancy expertise
- Commercial activity in not-for profit organisations.

Two new audit committee members and two Board advisors were formally appointed in October 2023.

Following this Board meeting, time will be dedicated to the discussion and development of ReLondon's strategy and transition to a new operating model. In advance of that it will be useful to revisit the key role and responsibilities of ReLondon's Board members to ensure understanding and alignment of expectations.

Main purpose of the role

The Board develops the overall strategic direction of ReLondon; promote ReLondon's vision, values and culture and to help ensure the implementation of strategic plans; and provide good governance and make strategic decisions on the allocation of resources.

Responsibilities of the Board

- Contributing to the continuing development of the strategic direction of ReLondon and providing constructive criticism as appropriate.
- Ensuring that ReLondon pursues its stated objectives as laid out in its business plan and ensuring that they are aligned with ReLondon's statutory strategic aims and standing orders.
- With advice from the Audit Committee, ensuring that the necessary resources are in place for ReLondon to meet its objectives and that they are used effectively to achieve ReLondon's aims.
- With advice from the Audit Committee, ensuring that the accounts accurately reflect financial performance and that ReLondon is compliant in its financial reporting.
- To review ReLondon's risk register and ensure that satisfactory actions are being taken to mitigate identified risks.
- Representing ReLondon in its dealings with Government, the Greater London Authority (GLA), local authorities and external organisations.

- Working as an ambassador for ReLondon with a wide range of stakeholders and representing the interests of London and Londoners.
- Demonstrate high standards of corporate governance at all times.
- Ensuring that London Councils/The Mayor of London are kept informed of any changes which are likely to impact on the strategic direction of ReLondon.

Board development

In the interest of continuing development of ReLondon's governance, from 2024 the Chair will meet with each member annually to discuss:

- general performance of the Board and how it could be improved;
- individual engagement and contribution to the Board (including any support needs);
- the future and succession planning .

Wayne Hubbard, CEO

November 2023