

London Waste and Recycling Board Board Meeting



11am – 1pm Thursday 24 October 2024
followed by a sandwich lunch in The View
Boardroom, Sustainable Workspaces, County Hall,
Belvedere Road, London SE1 7PB

Agenda

Part I: 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: Finance report (June) 4: Finance report (September)
5	Strategy and financial plan	10	Discussion	
6	Impact report presentation	-	Discussion	
7	Delivery plan progress report	16	For information	

Note: Members of the public may attend to observe non-confidential sections of the meeting by contacting jo.rogers@relondon.gov.uk at least 24 hours in advance of the meeting.

Agenda item 3. Minutes from previous meeting

Decision:

The Board is asked to approve the minutes of the meeting of 14 March 2024 as presented below.

Minutes of the meeting of the ReLondon Board (London Waste and Recycling Board) held on **14 March 2024**, at: Sustainable Workspace, County Hall, Belvedere Road, London SE1 7PB and remotely via Zoom.

Note: Scheduled Board Meeting in June was cancelled due to UK General Election.

Board Members Present

Liz Goodwin (Chair)
Shirley Rodrigues
Krupa Sheth
Mike Hakata
Jo Blackman
Nicholas Bennett
Chantelle Nicholson
Joe Murphy

Approved at ReLondon Board Meeting on 24 October 2024

Signature:
Liz Goodwin, Chair

Also Present

Board advisors

Shaun Spiers, Mike Brown

ReLondon:

Wayne Hubbard, Ali Moore, Antony Buchan, Jo Rogers, Pauline Metivier,

Katie Rowberry

GLA:

Jemilah Bailey

London Councils:

Katharina Winbeck

1 Welcome and Apologies

No apologies received, new Board members Jo Blackman and Mike Hakata were welcomed.

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 5 December 2023 were approved.

4 Chief Executive Officer's Report

WH noted that the restructure of the central team had concluded and that two positions (Governance and Project Lead and Fundraising Lead) were being made redundant and will cease to exist at the end of March. The Board made a formal vote of thanks to Adam Leibowitz who has been with ReLondon for fourteen years and had serviced the Board during this time.

WH also noted that the proposal to change the pay structure had been communicated to the team and that the changes will be in place for 1 April.

WH introduced the paper and noted in particular that stakeholder relations work has been progressing well. A recent meeting with the waste authorities

presented opportunities for ReLondon to help deliver strategic data to support lobbying work for London, and to provide London wide communications. It was also noted that ReLondon will be hosting a roundtable for DEZNZ later in the month to discuss the role of the circular economy in contributing to net zero goals.

In addition ReLondon has been offered in principle a learning grant from the Laudes Foundation for £175k to develop work on reducing food waste.

5 UK Emissions Trading Scheme

AB presented a slide pack on the implications of the inclusion of EFW into the UK ETS from 2028.

MB added further detail on the potential financial implications for local authorities. The Board discussed that central government does not seem to have fully considered the implications of the ETS reforms on local authorities, when considered alongside the Collection and Packaging Reforms (CPR) (of Simpler Recycling, packing Extended Producer Responsibility (pEPR) and a UK Deposit Return Scheme (DRS)). It was noted that ETS sits with DESNZ, whilst the CPR sits with Defra and that to date, they have not been publicly engaging local government on the cross legislative implications of these reforms.

KR informed the Board that she had made initial contact with the DESNZ Deputy Director for Emissions Trading at a recent event. It was proposed by WH and agreed by the Board that ReLondon would reach out to DESNZ and Defra (with strategic London partners) setting out a lobbying position on the complexities and implications for local government of the various cross government legislative reforms.

6 Delivery Plan and Budget

WH introduced the delivery plan and budget, noting that this reflects our transition plan. The main content of which can be delivered within budget and achieving our aim of limiting spend from reserves to £1.6m.

The Board discussed and agreed the content of the delivery plan in principle but requested a further round of review to sharpen up the impact assessment and KPIs. Board members agreed to submit comments on the draft plan by the following week to inform the revisions.

A new plan will be circulated prior to April for approval in order to be published in line with statutory requirements.

JB commented that the mission statement and vision had not been updated to reflect the developing strategy discussions.

It was also recommended that the delivery plan replaces the programme updates part of the Board papers going forward, so that progress against plans is monitored regularly.

7 Audit Committee membership

It was noted that there is a vacancy on the Audit Committee and the two new members were invited to consider joining. This will be followed up by JM and JR.

8 Programmes update

Report was noted. It was also acknowledged that the Board meeting was taking place during Repair Week and that over 140 events were taking place.

NB asked for clarification on the London Circular Construction Coalition and whether RL is aware of the Circular Building Coalition. It was noted that the CBC had funded some of LCCC work but that had come to an end. It was noted that RL are in communication with CBC and aim to maintain a collaborative relationship.

8 Any other business

Future Board dates were discussed now that the new members are in post. It was agreed that all dates would be circulated and amendments to the schedule will be made if required.

Minutes prepared by Jo Rogers
director of operations and governance

Agenda Item 4: Chief Executive Officer’s report Top Risk Areas

At the last Audit Committee (newly renamed Strategic Resources Committee) meeting the top levels risks were reviewed and updated to include:

Revised for 2024/25	
Pounds	Income generation plan is unsuccessful
Plans	Mission drift / tension between income and strategy
Partners	Failure to keep stakeholders on board and engaged as we transition to new model
People	Loss of key/senior staff and retention of appropriate skills

Pounds: In September we reported £2.2m secured income for the current financial year, which is 85% of the target for the year and already more than generated in the whole of the previous year. This has since increased to £2.3m and 89% of budget. The financial plan for the next five years is detailed later in these papers.

Plans: Later in this paper is a new format and first report against the 2024/25 delivery plan to ensure we are staying on track. The progress of the new business plan for 2025-2030 will also be discussed at the meeting. The biggest risk to our plans is the need to secure funding and potentially getting distracted from our strategy because we ‘chase the money’ to get funding. Our financial plan aims to ensure we find funding that will support our strategic aims and help us avoid ‘mission drift’.

Partners: We saw a significant positive shift in the Defra relationship during this period, due to the election and new administration. The new SoS has named ‘Zero Waste Economy’ as number 2 in the list of departmental priorities. We are also currently part of a live recruitment process to be a member of the Governments’ Circular Economy Task Force. A more detailed update will be given verbally at the meeting.

Following our success securing funding from the Laudes Foundation to deliver a Food Learning Grant, we are in the process of working towards second stage funding (partner approaches, proposal development).

We are running a partnership development workshop with a major high street sports retailer (who are focused on repair) to develop a partnership focused on repair – this is intended as the first of several larger strategic partnership corporate prospects we will pursue.

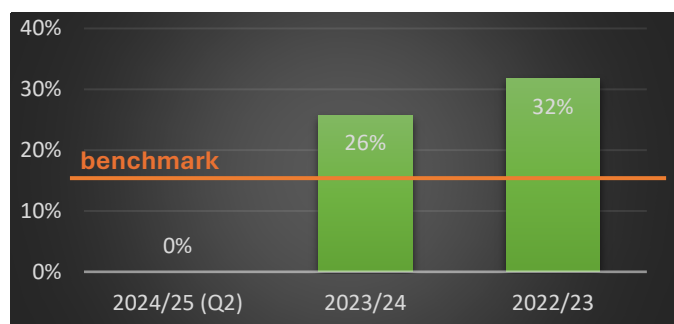
We continue to hold regular joint meetings with officers from London Councils and the GLA to identify and act upon emerging issues.

Plans for the next period:

- Further development and scoping of philanthropy and corporate funding opportunities.
- Focus on relationships with Borough environment leads and other local government stakeholders.

People:

Staff attrition (turnover)



Attrition (turnover) rate for staff is zero since beginning of this financial year following some high turnover in the previous 12 months (although anecdotally the sector has seen higher than standard attrition rates post covid / lockdowns).

There are two new starters in the Business and Sector Support team to support the UKSPF project, a community engagement manager (maternity cover) and a project data coordinator. In addition, the new permanent partnerships and operations assistant started in post completing the restructure of the central team.

In the coming quarter the inaugural staff survey will be launched providing staff an opportunity to give feedback on their role and development, organisational leadership and strategic direction of ReLondon. This will also provide an annual temperature check to help inform organisational development plans.

Communications and publicity

Press releases:

We announced the publication of ReLondon's research into packaging material flows, *London's packaging footprint*, in advance of Circular Economy Week. The report has so far accrued five pieces of media coverage from the following outlets: Let's Recycle, Resource.co, Energy from Waste Network, edie and London TV.

A full list of 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:

- **World Circular Economy Forum – 15-18/04/2024** – Wayne Hubbard, Ali Moore, Pauline Metivier, Katie Rowberry and Tessa Devreese attended the World Circular Economy Forum in Brussels. Wayne spoke on a panel about how urban planning can catalyse circular implementation and Tessa Devreese participated in a workshop about circular construction. The summit was an opportunity to connect with sustainability stakeholders and potential funders.
- **UN World Innovation and Creativity Day at UEL– 22/04/2024** – Rachel Singer spoke on a panel about circular fashion and textiles to an audience of students and academics at the University of East London's event marking UN World Innovation and Creativity Day
- **Collaboration for a circular Southwark (workshop) – 23/04/2024**
Lamia Sbiti, Sarah Beaton and Graeme English delivered a workshop for small high street businesses in Southwark as part of Southwark Council's high streets beyond waste programme.

- **Buro Happold Climate Conference – 16/05/2024** – Tessa Devreese spoke on a panel at construction consultancy Buro Happold’s annual climate conference about circular construction and the opportunity for London’s built environment sector
- **Future London – 13/06/2024** – Katie Rowberry spoke on a panel about what circular construction can teach businesses about driving innovation.
- **ReLondon webinar - "It's the (circular) economy, stupid" 24/06/2024** – Wayne Hubbard hosted a webinar conversation with Shaun Spiers, executive director of Green Alliance and Sarah Mukherjee, CEO of IEMA, about the role of circular economy in meeting economic, environment and social policy objectives for the incoming government
- **Please mind the say/do gap – 25/06/2024** – Wayne Hubbard delivered a keynote about motivating circular behaviours at Mastercard’s event for London Climate Action Week
- **ReLondon webinar: How to talk about consumption without talking about consumption** – Ali Moore hosted a webinar conversation with behaviour science leaders from media agencies and campaigning organisations on motivating sustainable behaviour change among citizens and fighting against big brands’ marketing budgets
- **Circular Economy Week: Zero waste economy: an engine of good growth – 30/09/2024** – ReLondon’s opening event for CE Week 2024 gathering circular economy leaders, practitioners and changemakers across government, business, finance, third sector in driving forward the zero waste policy agenda. The event also featured a mini expo of 10 London-based circular businesses, showcasing their circular solutions.
- **ReLondon webinar: London's packaging footprint report launch– 03/10/2024** – Pauline Metivier and Mael Arribas presented the results of ReLondon’s research into material flows across London’s packaging supply chain, including a panel with packaging supply chain stakeholders, chaired by Wayne Hubbard.

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

Circular Economy Week:

ReLondon’s seventh annual Circular Economy Week took place from 30 September to 6 October, with an inspiring and varied programme of 55+ events across a range of sectors and audiences. ReLondon hosted a launch event on Monday 30 September which brought together government, business and civil society at an all-day event including an expo of circular innovators and policy roundtables.

Other ReLondon activity throughout the week included a webinar to mark the publication of ReLondon’s latest research into packaging material flows, London’s packaging footprint, and a small networking event for businesses in ReLondon’s circular business community. ReLondon staff participated in several externally hosted events, including Amy Casey presenting the Heston in the Loop project at the One World Living Annual Borough Conference; Sarah Beaton presenting circular business models at a webinar hosted by Heart of the City; and Lamia Sbiti discussing circular partnerships at a circular neighbourhood conference hosted by ReSpace x ReRoute.

Awards:

- **2024 Awards for Excellence in Recycling & Waste Management** – ReLondon was a finalist in the Campaign of the Year category for the Eat Like a Londoner campaign.
- **ESS 35 under 35** – Amy Casey was recognised in the 2024 annual 35 under 35 list, honouring trailblazers in the environmental sector.
- **edie 30 under 30 list** – Tessa Devreese was honoured in edie’s 30 Under 30 Class of 2024, recognising talented sustainability professionals in the UK.
- **LARAC awards 2024** – ReLondon was a finalist in the circular economy achievement category for Heston in the Loop.
- **National Recycling Awards 2024** – ReLondon is shortlisted in two categories: Campaign of the Year for Repair Week 2024; and Circular Economy Initiative for Heston in the Loop. Winners will be announced on 26 November.

Audit Committee Report

The Committee met twice (on 4 June and 17 September 2024) since the last full Board meeting.

In June the committee focused on the year ended 31 March and signed off the Annual Governance and Accounting Report (AGAR). The final outturn reported £1.6m income (7% below budget) and net expenditure of £2.1m (20% below budget). Cllr Jo Blackman joined the Audit Committee.

September Finance Report

The Committee noted the Q1 Finance Report as presented (see appendix 4), headlines of which were:

- Invoiced income is £769k year to date, above budget expectation of £719k. Additional income has been secured but not yet invoiced to the value of £2.2m (85% of the annual budget).
- Programme expenditure year to date is £855k: 7% below budget.
- Net programme expenditure is £85k: 57% below budget.
- Closing cash balance forecast is on track for budget at £7.2m.

It was noted that the external auditors report had been received with no qualifications (clean) and that the audit process was complete for the year ended March 2024.

It was noted that a £1.4m investment impairment will need to be shown on the P&L as the difference between the £7m investment in the GLIF and £5.6m now in the bank, it is not a cash loss.

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 4.95%).

Five year financial plan: the first draft of the plan was presented and was reviewed by the committee. Some presentational changes and the inclusion of risk were requested, the updated plan appears later in these papers.

Risk Management: Top risks were reviewed and updated to reflect the current situation. The committee was satisfied that mitigations relating to pounds and people were specific and robust but that the mitigations for plans and partners required strengthening.

Name change: Audit Committee will now be known as Strategic Resources Committee to mark that it is not just a scrutiny body but is more forward-looking and focused on the financial health of ReLondon.

Supporting documents:

Appendix 1 Media coverage

Appendix 2 Events list

Appendix 3 2023/24 Q4 Finance report

Appendix 4 2024/25 Q1 Finance report

Wayne Hubbard, CEO
October 2024

Agenda item 5. Strategy and financial plan update

The strategy document and financial plan will form the basis for our 2025-2030 Business Plan that is required to be published next year. It will be supplemented each year by an annual delivery plan and operational budget. The strategic aims have been in development for 12 months and the financial plan was presented to the Audit Committee in September.

ReLondon – our strategic aims

ReLondon is a partnership of the Mayor of London and London's boroughs to accelerate London's transition into a low carbon circular city. Our mission is to make London a global leader in sustainable ways to live, work and prosper by wasting less and reusing, repairing, sharing, and recycling more.

Why do we do what we do? 45% of damaging greenhouse gas emissions come from our consumption of 'stuff' – the food, materials, and products that we make, use, consume and dispose of every day.

Why is London important? Cities – as the home of 57% of people worldwide – have a critical part to play in mitigating and adapting to climate change. Home to millions of citizens and centres of political leadership, they are best placed to unlock change at pace. London, as a net consumer, must reduce emissions which come from the city's consumption – and as a global city can unlock both UK and global progress towards a circular economy.

Why a low carbon circular economy? A circular economy is one in which stuff is kept in use for as long as possible, delivering the highest value it can, for as long as it can. So rather than making, using, and then throwing stuff away (a linear system), a circular economy cycles materials, products, and value back into the system – using them again and again, in many different forms. A circular economy is one that is inherently more resilient. A radical shift to a low carbon circular economy offers a systemic and cost-effective approach to tackling the climate crisis. It addresses behaviour change for the hard to abate emissions that are associated with consumption at the scale needed, across business, citizens, and government. The intersection of these groups catalyses the systemic change needed to reduce consumption-based emissions.

What do we do? ReLondon's unique role allows us to bridge policy to implementation gaps and unlocks progress to a low carbon circular economy. Policies, solutions, and intentions to change behaviour exist, but so too do practical barriers. ReLondon works in this 'pinch point', providing the capacity and experience to accelerate change.

We gather insights and evidence. We design, pilot, and share solutions to help others implement change quickly and successfully. We combine this expertise with a unique position at the heart of local, regional and national government.

Our partnership with the Mayor and London's 33 boroughs runs through our DNA from board membership to delivery in London's neighborhoods, allowing us to:

- Capitalise on London and the Mayor's unique convening power, while supporting Borough and Mayoral Circular Economy priorities and action.
- Fast track the innovative solutions we pilot to implementation by local and national government.
- Provide a hub of expertise across all of London's government partners, sharing best practice, evidence, and skills.
- Create connections across London's complex city structure, and between the city and national government.

Our strategic priorities

Our strategic priorities unlock progress by:

- Shrinking the gap between policy and practice – helping London’s boroughs make policy and infrastructure work for London, and providing access to the right innovations, evidence, and data to policy makers.
- Unlocking investment – creating the evidence needed for public sector investment, and the startup funding and business model validation needed for circular businesses to proliferate, scale, and secure further investment.
- Increasing demand for circularity from Londoners – helping businesses to engage better with their customers as they shift their business models and increasing support for policy change from London’s residents.
- Accelerating learning and connection – by providing a cost effective, high quality, one stop shop for circular economy expertise for government and businesses – allowing them to quickly learn from what has worked elsewhere.

Strategic priority 1: Locally focused circular economy solutions which work for London. Our top priority is anticipating and responding to the day-to-day challenges which get in the way of London’s transition to a circular economy, right down to a neighbourhood level. We help London’s government, businesses and citizens navigate ‘pinch points’, providing the capacity and experience to accelerate change.

What does this look like in practice?

- Building evidence to inspire action.
- Equipping local authorities to embed circular practices.
- Empowering businesses to grow the circular economy.
- Encouraging Londoners to embrace circular lifestyles.

We focus on these levers because they encompass the critical players who, together, can make wholesale system change. You can explore examples of our work and read more about the impact it has in our Impact Report.

Strategic priority 2: Unlocking city-level impact by working with others. We prioritise building and strengthening our unique partnership with the Mayor and London’s boroughs as a catalyst for change in its own right. We are experts in London-wide replication of effective solutions to achieve change at scale – and our city level government and business partnerships are essential to this.

Strategic priority 3: Promoting replication and scale beyond London. While practical progress in London is our priority, we design for replication and proactively engage with UK and global cities and networks to scale our work, achieve wider impact, and bring best practice back to London. We want to capitalise on London’s leadership in tackling the unique challenges large cities face as they build low carbon, circular economies. We believe this leadership has the potential to unlock UK-wide and global change at scale.

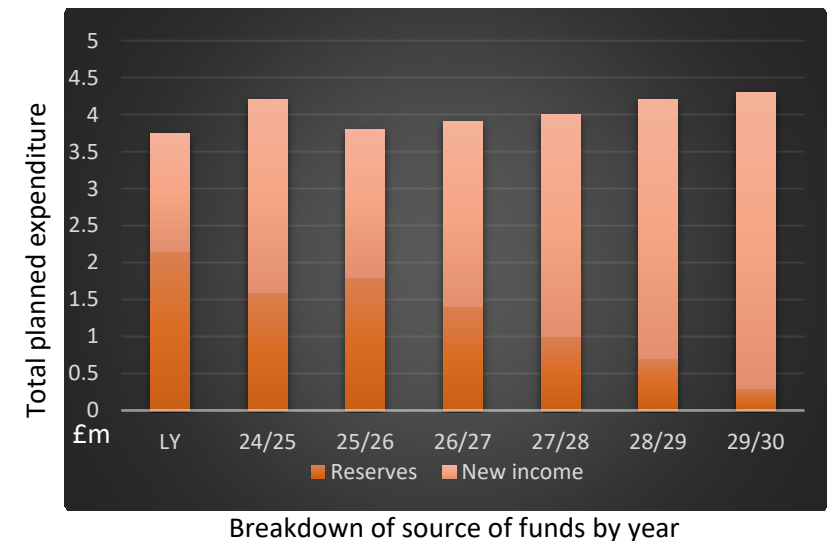
ReLondon was established under the Greater London Authority Act 2007 as the London Waste and Recycling Board (LWARB). Our work is guided by the strategic objectives laid out in this document and by our [Statutory Objectives](#).

Five-year financial plan

ReLondon has been supplementing its annual income with reserves* to run the organisation and deliver impact for London. In the coming years a sustainable financial model needs to be achieved which includes balanced income and expenditure, good cash flow and healthy reserves policy to retain its 'going concern' status.

The table below outlines the financial plan to 2030 and the following pages will detail the approach to identifying and securing new income streams and reducing the use of reserves. Our ambition is to grow income from £1.6m last year to £4m by March 2030. This level of growth would enable ReLondon to continue operations as is and maintain reserves of £2m in line with the approved reserves policy.

	Last year	24/25	25/26	26/27	27/28	28/29	29/30
Income	£1.6m	£2.6m	£2m	£2.5m	£3m	£3.5m	£4m
Expenditure	£3.75m	£4.2m	£3.8m	£3.9m	£4m	£4.2m	£4.3
Net expenditure (guardrail)	£2.15m	£1.6m	£1.8m	£1.4m	£1m	£0.7m	£0.3m
Opening balance at 1 April		£8.8m	£7.2m	£5.4m	£4m	£3m	£2.3
Draw on reserves (net expenditure)		-£1.6m	-£1.8m	-£1.4m	-£1m	-£0.7m	-£0.3m
Closing balance at 31 March		£7.2m	£5.4m	£4m	£3m	£2.3m	£2m

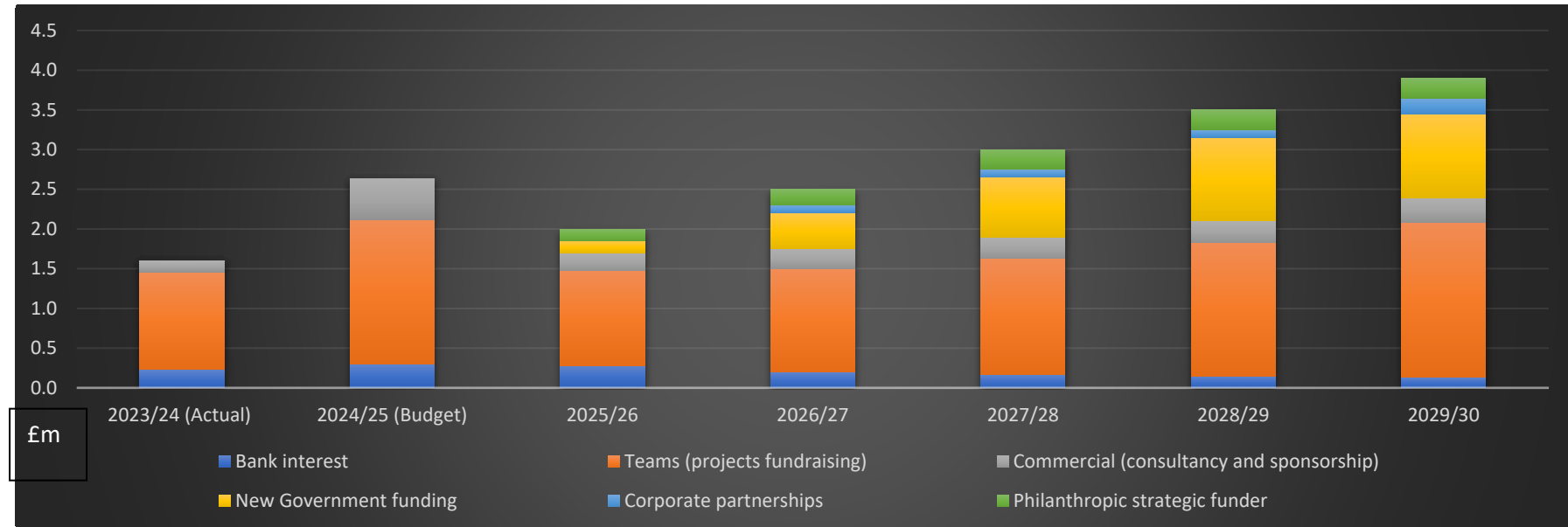


*Reserves is used as a shorthand but it should be noted that ReLondon's reserves are historic Defra funding received in 2008/ surpluses generated over the life of the organisation

New income strategy

The expectation is that team (projects) fundraising and government funding will make up the bulk of ReLondon's income profile by 2030, aligning with both the statutory objectives and public benefit nature of our strategic aims. ReLondon is skilled and has a track record in team fundraising for projects and will use these skills along with external affairs expertise to build new government funding sources. However, there is risk attached to all approaches which rely on a larger portfolio of grant fundraising – the funding market can change, and unless managed well, raising this funding can be resource intensive for teams.

Supplementing these primary sources will be income from commercial and strategic partnerships, which add credibility to our work and increase stakeholder engagement. However, partnering with commercial or philanthropic organisations does bring the additional risk of mission drift from our strategic aims and as such we will prioritise funding that aligns with our strategy; but also, that is high value, multi-year and supports a diverse funding portfolio.



Rationale and action plan

Definitions

Many of our funded pieces of work could be categorized in more than one way as they cross over different definitions, i.e. could be regarded as consultancy and government funding, or project fundraising and strategic partnerships, but as a general steer our definitions broadly follow the descriptions below.

Funding category	Type / examples	Lead
Team (projects) fundraising	Grants for projects lead at team level, eg UKSPF generally applied for by ReLondon and awarded through an open process.	Programme heads and project leads
Commercial sales	Service contracts awarded through a commercial business process or sponsorship style income (ie a service that is paid for).	Programme heads and project leads
New government funding	Statutory work that is co-developed with and paid for by public body outside of an open funding process.	CEO. Head of partnerships and EA / programme heads
New strategic partnerships	Purpose led work that is co-developed with and paid for by a philanthropic or corporate partner outside of an open funding process.	Head of partnerships and EA

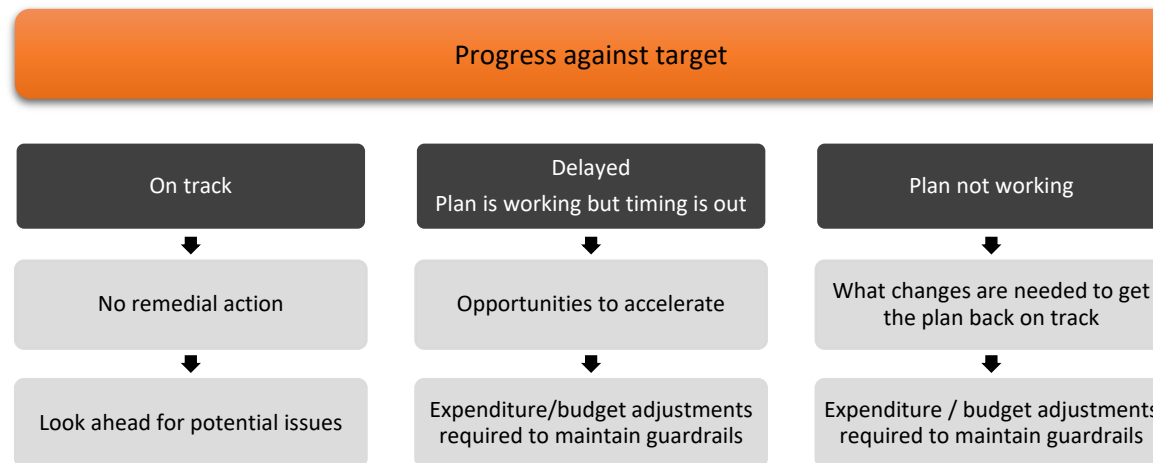
Financial KPIs

We have set milestones to track our income against targets to assess if and when corrective actions need to be implemented. Before the new financial year we will also present KPIs to track whether the value of the pipeline is sufficient to convert into actual funding.

	Pre-financial year	End Q1	End Q2	End Q3	End Q4
Income secured	45%	70%	80%	90%	100%
Pipeline	TBC	TBC	TBC	TBC	TBC

Review and action

The plan gives a structure and milestones to enable us to monitor progress and take remedial action as required. Progress against income targets will be reviewed quarterly at Audit Committee meetings against the framework below. In the coming months we will specify KPIs relating to the pipeline to ensure a structured and systematic review of progress.



Agenda item 6: Delivery plan updates

The programme updates are now replaced with a KPI based format that is intended to give clarity to the Board that ReLondon is making progress against the agreed delivery plan, reassurance that projects are on track both in relation to timing and performance and highlighting where there are challenges or issues with planned work.

Pillar 1: Building evidence to inspire action								
Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Packaging MFA: mapping material and waste flows and CBEs to provide evidence needed for boroughs and GLA to target waste and emissions hotspots	Report	Oct 24 launch	500 page views 1 year after	269 page views so far	Complete	GREEN	Report launched during CE week. 80 attendees to the launch webinar, and 13 attendees to the engagement workshop, including UK government representatives (Defra, DESNZ, Innovate UK), London local governments (GLA, London Councils) and key industry groups (WRAP, British Retail Consortium, INCPEN, OPR).	PM
Electricals MFA: mapping material and waste flows and CBEs to provide evidence needed for boroughs and GLA to target waste and emissions hotspots	Research phase	Dec 25 launch	500 page views 1 year after	NA	On track	GREEN		PM
Circularity metrics and targets for buildings: recommendations for circularity metrics for buildings that boroughs, the GLA group and private developers can request in their tenders or planning policies. development projects and on a market benchmark analysis.	Report	Mar 25 launch	500 page views 1 year after	NA	On track	GREEN		PM
Food redistribution review: Analysis of the current ecosystem of food redistribution initiatives in London, the barriers to scale and recommend actions for the GLA and the boroughs to take. Now delivered as part of the following Laudes Foundation-funded project	Report	Jan 25 report sent to Laudes	Report submitted to Laudes	NA	On track	GREEN		PM
Consumptions based emissions account: annual analysis of greenhouse gas emissions caused by Londoners consumption.	Report	June 25 launch	Report and dataset launched	NA	Not started	GREEN		PM
London waste composition project: further development and augmentation of waste composition model for London to support policy positions and borough funding negotiations under Collection and Packaging Reforms (Incl. pEPR and Simpler Recycling new burdens funding) and implications of the UK ETS reforms.	Updated dataset	Mar-25	Revised model launch	N/A	On track	GREEN	Resource Futures support procured, additional data shared by 8 authorities, Updated dataset due Nov 24	AB
Waste data project: Review available data on waste and recycling for London and provide analysis on the gaps and opportunities for increasing household recycling rates and addressing the lack of commercial waste data for London to assess what is realistic and ambitions for future scenarios, understanding the current landscape for municipal commercial (business) waste and recycling in London and service readiness for upcoming reforms	Borough RRP impacts report	Oct-24	Report submitted	Report submitted	Complete	GREEN		AB
	Mayoral household waste report	Feb-25	Report submitted	N/A	On track	GREEN		
	New or updated London waste model	Mar-25	Model launched and showcased to GLA and	N/A	On track	GREEN		
	Future targets recommendations report	TBC	Report submitted	N/A	Not started	N/A		
	Commercial waste landscape report	Dec-25	Report submitted	N/A	On track	GREEN		
Circular Economy Week: A week of partner-hosted and ReLondon events to showcase progress around the world to build circular economies at a city level; including partnerships with London's boroughs, the GLA and other London partners to inspire further action to build local resilience and support a green recovery.	Events	Nov-24	75	54	Complete	AMBER	54 events on website; potentially more not registered. Attendee numbers across the week not available yet; 450 registered on the portal, many more likely to have attended events without registering centrally. C.40 active partners but numbers not available yet. 90 attendees at ReLondon launch event. More evaluation data will become available in the next month.	AM
	Attendees	Nov-24	1000	tbc	Complete	GREEN		
	Active partners	Nov-24	40	35-40 (tbc)	Complete	GREEN		
Projects pending funding								
Podcast series								

Pillar 2: Equipping local authorities to embed circular practices

Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Heston in the Loop: circular economy neighbourhood demonstrator that enables and encourages the community to waste less, reuse, repair, share and recycle more, through embedded circular economy opportunities at a neighbourhood level. Delivered in partnership with the LB Hounslow in the neighbourhood of Heston Village. Learning and tools will be developed to support borough waste prevention actions	Case study report	Dec-24	150 views 6 months after	N/A	On track	GREEN	Project live phase complete in March 2024. Evaluation of project undertaken by external consultancy April - September 2024, complete early October 2024.	AB
	Toolkit and asset bank	Dec-24	150 views 6 months after	N/A	On track	GREEN	Final case study write up and toolkit development in progress; progressing to time, due for early December launch. Multiple group presentations of project and results scheduled including via OWL group, WEERM and C40 Cities network.	
Circular food neighbourhood: circular food community demonstrator, developed and delivered in partnership with the London Borough of Islington, embedding interventions that increase residents' consumption of low carbon food and reduce food waste. The results of the demonstrator will be used to create a case study report, borough toolkit and asset bank which will be shared freely with boroughs, and promoted to support the delivery of borough waste prevention actions set out in their Reduction and Recycling Plans.	Live demonstrator	Oct-24	Project launched	In progress	Delayed	AMBER	Good progress made. Residents insight work complete, and further community engagement underway. M&E consultants appointed; baseline survey underway and evaluation framework in development. Surplus food commuity cafe delivery partner appointed; Manor Gardens Welfare Trust.	AB
	Baseline monitoring presentation	Nov-24	Baseline report (slide deck) received	In progress	On track	GREEN	Launch of project delayed, due to build schedule disruption caused by new building regs. Revised project launch dates TBC but Islington Council working towards community café and wider project launch in mid-February.	
Circular neighbourhoods network: collaboration network of London boroughs, NGO and community projects delivering circularity at a neighbourhood/community level, providing one-to-many knowledge transfer through network meetings, workshops/webinars.	Meetings x 4	Mar-25	4 meetings held, membership grown	2 meeting, (incl. 1 site visit)	On track	GREEN	First network meeting of the year held at ReLondon offices in May 2024. Next meeting was due to fall in August but the group voted to delay to Sept to avoid Summer holidays, so has since been merged with a site visit & event at the Hackney Wick CE hub during CE Week. Following network meetings to be scheduled for November '24 and Feb / March '25.	AB
Flats above shops demonstrator (FLASH): demonstrator project, testing interventions to improve recycling service provision to residents living in flats above shops. The results of the demonstrator will be used to support boroughs to deliver requirements set out in the Simpler Recycling Reforms. Evidence gathered during the pilot will also be used to inform London policy and lobbying positions.	Case study report	Mar-25	150 views 6 months after	In progress	On track	GREEN	Toolkit and report not yet written (<i>pending</i> new sign off procedures with the GLA, this should be on track for end of November/December however this depends on the required number of amends and when the GLA are able to review).	AB
	Toolkit and asset bank	Mar-25	150 views 6 months after	N/A	Not started	N/A		
One to many' borough support: continued promotion of existing ReLondon support assets (including both service and communications toolkits such as the Flats Recycling Package and Cost of Contamination Toolkit); support for the implementation of borough Reduction and Recycling Plans (RRP); and supporting boroughs to prepare for service changes required as a result of the government's collection and packaging reforms, with an increased focus on hard-to-reach communities. This includes creating lobbying positions for London, in collaboration with key London and industry partners, and then representing these positions to national government and other key sector stakeholders at meetings, events and in responding formally to government consultations.	Biannual catch ups with LWAs	Mar-25	two 1-2-1 meetings held with each LWA	In progress	On track	GREEN	LA key account managers holder regular catch ups with waste and recycling teams. One full round completed	AB
	webinars or seminars x 4	Mar-25	Every LWA participates in learning activities.	In progress	On track	GREEN	Two webinars delivered (ETS June and ETS call for evidence Aug) with good attendance from across London Communications working group established with boroughs waste and recycling comms leads. Due to uncertainty over certain aspects of the simpler recycling reforms updates to the asset bank have been delayed until there is more certainty on the reforms.	
	New or refreshed comms assets to support service change created and shared as 'Simpler Recycling' toolkit	Mar-25	0	In progress	Delayed	GREEN		
Commercial waste officers network: convening network of London boroughs commercial waste managers	Meetings x 4	Mar-25	4 meetings held, membership grown	In progress	On track	GREEN	Two meetings held. With uncertainty over certain aspects of the simpler recycling reforms the autumn meeting has been delayed until government	AB
Cross-authority collaboration group (circular construction): convening network of London boroughs' planning, regeneration, infrastructure and asset management officers	Meetings x 8	Mar-25	>15 boroughs engaged	15 boroughs engaged	On track	GREEN		PM
Food procurement commitment (One World Living): Support boroughs signatories to track progress against the commitment targets and encourage and support other boroughs and the GLA to sign up.	Workshops and support delivered to boroughs, in collaboration with London Councils	Mar-25	4+ new signatories	0 new signatories	On track	AMBER	Low level of resources because of Laudes-funded project and because of upcoming mat leave of the Senior Advisor (food lead)	PM
Plastic pledge (One World Living): data led single-use plastics reduction procurement pledge, through the organisation of a several boroughs workshops.	Workshops and support delivered, in collaboration with London Councils	Mar-25	>15 boroughs engaged	21 boroughs engaged	On track	AMBER	Low level of resources because of Laudes-funded project and because of upcoming mat leave of the Senior Advisor (food lead)	PM
London circular textiles action plan (One World Living) Develop the action plan, in partnership with OWL and the GLA, through the organisation of several workshops, and find funding to launch some of the actions.	Textiles Action Plan defined. Boroughs and partners engaged. In collaboration with London Councils	Oct-24	> 15 boroughs engaged Some activities are kicked off	23 boroughs engaged	Complete	GREEN	Boroughs workshop organised in September to launch the action plan. 2 ReLondon-led funded projects have kicked off as part of it: - Support the development of circular economy hubs for textiles (see FFN funded project below) - Support small circular fashion busiessnes (part of "Growing London's circular ecosystem" project in pillar 3)	PM

Additional funded projects							
Textiles circular hub research : The aim is to support boroughs wanting to develop physical hubs for textiles reuse and upcycling, by assessing sorting and feedstock requirements of textiles reuse and recycling businesses. This will be delivered in collaboration with the UK Fashion and Textiles Association, and the University of Leeds, and is funded by the Future Fibres Network Plus Flexible Fund.	Report	Sep-25	150 views 6 months after	NA	On track	GREEN	PM
Exploring collaboration opportunities with Accra on circular textiles : - Phase 1: Funded trip to Accra in Oct 24 to start sharing knowledge and design a more ambitious phase 2 of collaboration to boost textiles reuse and recycling in both cities -Phase 2: This could involve: structured knowledge exchange from policymakers and fashion businesses/innovators, pilots in both cities, research and advocacy. This is driven by ODI, an global think tank on international development	Output for phase 1: Concept note for phase 2 drafted and sent to potential funders	Jan-25	Engagement with at least 2 potential funders	NA	On track	GREEN	PM
Projects pending funding							
Flats recycling package- ultra high rise FlatFlexi Planning policy: best practice guide Food waste composting Food waste improvements WEEE small electricals kebside trial							

Pillar 3: Empowering businesses to grow the circular economy								
Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
High streets beyond waste (pan-London + Southwark): this support will enable high street businesses to trial circular practices that improve resilience and environmental impact. A pan-London offer is being funded by UK SPF and replicated within the borough of Southwark thanks to the council's Southwark Pioneers Fund.	Trainings, 1-to-1 mentorship and grants disbursement of £5,000 to hospitality, retail and beauty/services businesses to implement initiatives.	Mar-25	>75 SMEs receiving financial and/or non-financial support >£260k grants disbursed to SMEs to scale or implement circular initiatives	> 68 SMEs receiving financial and/or non-financial support > £127k grants disbursed to SMEs to scale or implement circular initiatives	On track	GREEN	22 high street businesses have attended training and received a tailored decarbonisation plan identifying relevant circular initiatives for their business. In addition, 22 high street businesses have been selected for grants of up to £10k to implement initiatives (with some overlap with those receiving training). More information here: https://relondon.gov.uk/latest/a-blueprint-for-circular-high-streets-22-businesses-pave-the-way	LS
Growing London's circular ecosystem: this pan-London offering funded by UK SPF will finance circular innovators to scale their business models.	£15,000 grants delivered to 6-8 innovative circular start-ups/scale-ups.	Mar-25	>20 decarbonisation plans created or improved for SMEs >20 introductions brokered for circular economy SMEs	implement circular initiatives > 21 decarbonisation plans created or improved for SMEs	On track	GREEN	We launched the ReWear grant programme in August, inviting businesses that help extend the life of clothes to apply for up to £15k. We received 100 applications for up to 10 places. Grantees will be confirmed in October. Find out more here: https://relondon.gov.uk/business/our-services/amplify-your-impact/rewear/	LS
Circular Partnerships: this support will improve circular innovators' ability to access partnership and commercial opportunities with public sector organisations such as local authorities, GLA functional bodies, non-departmental bodies and educational institutions. We will deliver This will be a pan-London offer funded by London & Partners.	Training and matchmaking services to ~40 businesses.	Mar-25	Net promoter score provided by supported SMEs (Target: 65+)	> 31 introductions brokered for SMEs	On track	GREEN	32 businesses have received support under this stream to date, with an additional 8+ due to receive support in October - currently recruiting businesses for support.	LS
Advisory support: this support will help improve the running of circular innovators through targeted advisory support packages that help them overcome specific challenges.	Advisory support to 3-5 circular innovators	Mar-25		> Net promoter score 41 based on 80 responses for this FY.	Not started	GREEN	Support will be commissioned/delivered later this year. On track to deliver by March 2025.	LS

Pillar 4: Encouraging Londoners to embrace circular lifestyles

Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner	
Repair Week: A week-long campaign engaging partners and repairers across the city to get more Londoners repairing their own things and using more of their local repair services and businesses.	>70 active partners	Mar-25	70 partners	N/A	On track	GREEN	Repair Week will be run by 5 additional cities/regions in 2025: Manchester, Liverpool, Belfast, Cardiff and County Durham. A wider repair network is being actively built and a successful networking event took place in CE Week.	AM	
	>120 events	Mar-25	120 events	N/A	On track	GREEN			
	>1 x additional city taking part	Mar-25	1 city	5	On track	GREEN			
London Recycles: multifaceted year-round campaign that includes: •Bore website and social media channels management, giving Londoners the information they need to be effective recyclers at home and at work; •Recycle Week: national social media campaign, run by WRAP in September each year and supported/upweighted by a London-based social media campaign on the London Recycles channels. The campaign goal is to provide engaging, up-to-date and accessible information about recycling to Londoners, helping them to recycle more effectively no matter where they are in the city.	Annual update of all borough-related info on website	Mar-25	Website updated	N/A	On track	GREEN	London Recycles (core) campaign is in maintenance phase; website being updated regularly with recent updates being borough-by-borough service updates. Comms advisory board meetings taking place monthly and gaining traction (although still struggling to get comms team reps from all boroughs). Regular social media posting taking place (at least twice weekly) and engagement/interaction rates improving. Big leap in views and interactions during Recycle Week (this week) and report will be available in the next week.	AM	
	Regularized borough engagement and involvement in the campaign	Mar-25	Monthly comms network meetings	6 meetings held	On track	GREEN			
	Min. 2 x weekly posting and increased engagement on social channels	Mar-25	Total 100 postings; increase interactions.	1,422 interactions since July	On track	GREEN			
Love Not Landfill: Series of events (swaps, second-hand pop-ups, repair events) designed to keep clothes in use for longer and reduce textile consumption; supported by digital campaign in collaboration with charities, influencers and campaign groups to reach a younger audience 'where they are'.	Partnership numbers	Mar-25		10	3	On track	GREEN	Graduate Fashion Week pop-up was with 3 partners; no visitor counting on our stand but over 10k visitors to GFW event in total. Posting on LNL social channels once a week; views and interactions (previously impressions and engagement) improving - 25% increase in post interactions in the last quarter. Developing paid content strategy currently to boost reach during second half of year.	AM
	Event numbers and attendees	Mar-25	10 events; 1,000+ attendees/ beneficiaries	1 event; >10k attendees at GFW	On track	GREEN			
	Reach and engagement on social media.	Mar-25	Weekly minimum posting; interactions target tbc.	TBC	On track	GREEN			
Love Not Landfill: Love Not Landfill also manages a small fleet of clothing banks, collecting unwanted clothing at c.8 sites (fluctuating through the year) across London. These are refurbished and maintained year round, with clothes collected by partner, GOOD, either being sold in their shops or resold via second-hand markets; but will be actively managed down this year as a lower priority action for textiles.	3 x refurbished banks back out in situ	Mar-25	n/a	Banks handed over	Complete	GREEN	It was decided at the beginning of the financial year to divest ReLondon of the LNL clothing banks. An agreement was negotiated with TRAIID who have taken over their operation and are in the process of repairing and rebranding all banks. In return they are working in partnership with us to run events in the new (calendar) year.	AM	
	Improved locations and process for existing banks	Mar-25	n/a	Banks handed over	Complete	GREEN			
Behavioural approach review: A review of our current approach to behaviour change and campaigns including: behavioural systems mapping; research and data analysis to identify the most powerful levers for change at a city level; developing proposals for future campaign and behaviour change activity which targets (a) most impactful and (b) most fundable propositions.	Prioritised target behaviours and ways of tackling them agreed	Mar-25	Hierarchy of behaviours developed and agreed with SMT, Board and	N/A	Delayed	AMBER	This work has been postponed due to commercial contract win as well as circular food neighbourhood work which has taken up capacity. Will be revisited later in the year when reprioritisation has taken place.	AM	
	1 x analysis and recommendations for future behaviour change and campaign activity agreed	Mar-25	Recommendations agreed	N/A	Delayed	AMBER			
	A series of min. 5 x fundable campaign propositions developed for sharing with partners	Mar-25	5 x campaign propositions	N/A	Delayed	AMBER			

Additional funded projects								
Eat like a Londoner: continuation of multi borough campaign to reduce climate impact of wasted food and to encourage more plant based eating. Three phase media campaign including social media and out of home.	Active borough partner engagement	Mar-25	min.20 boroughs	21	Complete	GREEN	Phase 1 of activity launching October 2024	AM
	Core funding secured to run and fund campaign	Mar-25	£210k funding secured	£212k secured	Complete	GREEN		
	Awareness Consideration Engagement		TBC		On track	GREEN		
Tower Hamlets: commissioned ReLondon to develop and test a community engagement campaign in targeted areas of the borough with audiences in specified housing estates. The work includes development of a toolkit and assets which the council can deploy across other areas of the borough, aiming to increase good recycling behaviours.	TBC	TBC	TBC	£212k	Complete	GREEN	Inception meeting happened on 14/10 outcomes and timescale tbc / £70k fundig of which c£35k to RL	AM
Projects pending funding								
Pan London recycling campaign Love not landfill (boosted) Electricals and packaging behaviour change Mindful Shopper guide to living with less waste								

Supporting functions								
Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Finance and fundraising: increase income generated by 35% and maintain clear guardrails on spending from reserves to achieve target cash balance target.	£2.6m income target	Mar-25	£2.6m	£2.3m YTD	On track	GREEN	88% of income secured by end Sept. No expected changes to spending from reserves. Audit committee noted the investments impairment of £1.4m non cash adjustment on P&L.	JR
	£1.6m max spending from reserves	Mar-25	£1.6m	Projected £1.6m	On track	GREEN		
	£7.12m YE cash balance	Mar-25	£7.12m	Projected £7.18m	On track	GREEN		
Five year financial plan with supporting advocacy plan to achieve income targets signed off by Board by March 2025	Five year financial plan	Jan-25	Plan approved by March 2025	N/A	On track	GREEN	More to do to lay out longer term plan, but significant progress made in initial focus areas (clearer strategy, government relationships).	KR
People: launch a new pay structure along with clear and specific progression and professional development plans to motivate staff and focus on performance culture, contemporise organisational policies, benchmark and monitor staff engagement and satisfaction through a new staff survey	New pay structure	Dec-24	0	N/A	Complete	GREEN	First tranche of updated policies under review to be launched by 1 Nov Staff survey will be launched in November - delayed due to audit cttee recommendation to use third party to analyse results and ensure anonymity	JR
	Employee handbook	Dec-24	0	N/A	On track	GREEN		
	Staff survey	Oct-24	0	N/A	Delayed	AMBER		
External relations/Stakeholder engagement: Improved relationships with senior decision makers in C Government, allowing space to share London's priorities, and initiate a conversation on future funding of ReLondon by Defra. Improved and deepened relationships with key individuals within key local government groups (eg. TEC, OWL).	Active plan for engagement with 4 key central and local govt. stakeholders.	Mar-25	Tangible role established with Defra. Relationship building with 5 key individuals from 3 key local govt groups (e.g. OWL, TEC).	N/A	On track	N/A	More to do before the end of the year with local government - still relationship development needed across boroughs and wider London local government landscape. GLA funding conversation still to be had.	KR
Communications: Continued support for the wider ReLondon team to develop, produce and publish regular articles, insight notes, case studies, toolkits and reports to inspire and influence a wider government and business audience on circular economy theory and practice. This includes BAU activities such as 'always-on' social media, website maintenance and development, webinars and report launches, as well as ReLondon's annual impact report production.	Updated corporate website and rationalized approach to web hosting and maintenance	Mar-25	Improved website			N/A		AM
	Impact report published	Dec-24	Report published	N/A	On track	GREEN	Board presented with finding Oct 2024	AM
	Growth in social media engagement and following	Mar-25	Increased numbers	11,011 followers 6.8-6.9% engagement rates	On track	GREEN	Numbers as of end July 2024 - awaiting updates post-CE Week.	AM