

25/11/21 - 1  
**Chief Executive Officer's Report**

<b>Board paper title</b>		Paper 25/11/21 - 1
Chief Executive Officer's Report		
<b>Report by</b>	Wayne Hubbard	
<b>Job Title</b>	Chief Executive Officer	
<b>Date of decision</b>	Board Meeting 30 September 2021	

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

<b>Recommendations</b>
<p>The Board is recommended to</p> <ul style="list-style-type: none"> <li>• Note the updates presented; and</li> <li>• Approve the amendment of the Scheme of Delegated Authority presented at Appendix 5</li> </ul>

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

<b>Implications</b>
<b>Legal</b> None
<b>Financial</b> None
<b>Equalities</b> None

<b>Originating Officer</b>	Wayne Hubbard
<b>Contact details</b>	<a href="mailto:Wayne.hubbard@lwarb.gov.uk">Wayne.hubbard@lwarb.gov.uk</a>

## Why the paper is being presented

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

## Report

### Top issues

#### Local Authority Support

It was reported at the last Board and previous Audit Committee meetings that the Local Authority Support programme cannot deliver a number of projects that have been affected by the COVID-19 pandemic and response. These projects are: short term lets; waste composition analysis protocol testing; and three weekly residual waste collections. The total budget allocated to these projects in the Delivery Plan is £130,000. We will use most of this budget this year to develop an Ultra Low Waste Neighbourhood project following up those who were successful with the open call for project partners that we undertook earlier in the year.

#### Mayor's Green New Deal Fund

Following the distribution of emergency grants and circular pilot grants, ReLondon continues to deliver business support through an external consultant to London SMEs. We have provided either grant funding or business advice to 58 SMEs so far.

The circular economy directory, co-funded by the Mayor's Green New Deal Fund and ReLondon was soft-launched on November 15<sup>th</sup>. This beta version with limited features will be tested by selected circular SMEs and investors in the coming weeks to get feedback before the hard launch planned on January 31<sup>st</sup>.

#### Budget setting and strategic future planning

A tender was issued to find a partner to help facilitate the development of future scenarios for ReLondon beyond the life of the current business plan. Unfortunately we did not find a suitable partner through this process so we are going to re-engage the market.

In the meantime we will look for a suitable date early in the new year to hold a workshop with board members to discuss the future budget and help the team develop ideas for the development of the 2021-22 Delivery Plan.

### Staffing

#### Staff turnover

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

#### *Leavers*

Andrea Crump (Circular Economy Strategic Advisor)  
Purva Tavri (Built Environment Researcher)

## 25/11/21 - 1 Chief Executive Officer's Report

### *Starters*

Sharif Rivera appointed as Financial Controller  
Aparna Reddy and Philippa Lockwood (interns)  
Lara Pohl-Martell (Business Advisor)  
Rebecca Child - Communications & campaigns lead (London Recycles)

### *Moves*

Lalena Maroulakis has been appointed to the new permanent, position of Digital Product Manager.

### *Future starters*

Jo Rogers has been appointed Director of Operations and Governance and will join ReLondon at the end of January.

Rachel Singer will start as a Circular Economy Research Assistant at the end of November.

Berthe Biyak will start as HR and Project Delivery Executive in early December.

The following positions are vacant.

- CIRCuiT Economic Analyst (part time) 6 month - fixed term/secondment), recruitment is ongoing.
- Senior Business Advisor in the Business Transformation Team.
- Community Manager in the Business Transformation Team. A new fixed-term position (Jan 22 – Dec 22) to manage the matchmaker platform experience & content.

## **Communications and publicity**

### Press releases:

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

- **Circular pilots grant funding** (Green New Deal) – 21st September 2021 – a news release announcing £390k funding to 33 London-based SMEs to develop new circular products and services.
- **Love Not Landfill pop-up** – 12th October and 1st November 2021 – two releases (one listings, one news) to announce the third charity pop-up taking place in Angel Islington from 11th-14th November. Second release contains poll findings from a survey of 16-24 year old Londoners on fashion habits.
- **Food material flow analysis** – 2nd November 2021 – launch of 'London's food footprint' report at event at COP26; announcement of new 'circular food pioneer projects' as part of Food Flagship Initiative; and of commitments to act by Mayor of London and ReLondon.

A coverage log is provided in Appendix 2, including opinion articles placed through the year and coverage from January 2021.

## Events:

Event focus over the past two months has been on COP26 and the Love Not Landfill pop-up. Highlights for this period include:

- **Housemark Housing Association** – Gemma Scott presented on recycling from flats to a large group of housing associations and property professionals.
- **Smiley Talk** – Pauline Metivier presented at this online event to sustainability professionals on creating circular cities.
- **COP26** – we ran our own successful event to launch 'London's food footprint' in Glasgow; Andrea Charlson hosted and presented a webinar as part of the UK Green Building Council's programme of activity; Pauline Metivier took part in a panel in the Blue Zone run by UNFCC on zero waste and best practice in cities; and Dr Liz Goodwin presented on global food waste and loss as part of the Sustainable Innovation Forum programme.

Full detail is given in Appendix 3.

## Podcast:

A full update is provided in the Programme Update paper.

## **Dashboard Project Commentary**

Detailed updates on programmes are included in paper 4. The dashboard is attached at Appendix 1. Commentary below details project change highlighted on the dashboard.

### Ultra-Low Waste Neighbourhood (ULWN) and Mayor Future Neighbourhoods Fund

The ULWN concept has been developed as part of ReLondon's action to support in the green recovery and develop the low carbon circular economy. ReLondon was named as a supporter on two of the local authority second round applications. Unfortunately, neither of these boroughs were successful in their bids. ReLondon is currently working with the GLA to explore ways that it can support the successful boroughs, Camden Council and Royal Borough of Kensington and Chelsea. Officers are also considering how the ULWN project could still be deployed and are working with other boroughs keen to explore the concept. As noted above, we have identified around £100,000 of underspend within the Local Authority Support programme that we will allocate to this work area.

### Low plastics zone network development

Based on research conducted earlier this year on the impact of, and action being taken to tackle single use plastics in London, officers have commenced conversations with key stakeholder about establishing a London-wide knowledge sharing platform to connect action tackling single use plastic across London

### Material flow analysis

Following the successful securement of a government funding to deliver the textiles material flow analysis by mid-2022, this project is now on track.

## Textiles 2030

Because of resources constraints due to the departure of a member of staff in September and other priorities picking up, we have decided, in collaboration with WRAP, to put on hold the development of a project that was aiming at supporting Textiles 2030 signatories (corporate fashion brands and retailers) delivering circular business model for fashion in London. We expect to kick of the scoping and definition of this project during the next financial year, which would align with the broader Textiles 2030 programme roadmap that only plans for the first circular pilot projects with signatories to be delivered in 2023-2024.

## **Audit Committee Activity**

The Committee, chaired by Cllr Guy Senior, met once on 11 November 2021 since the last meeting of the Board. The following items were discussed:

### **Q2 Finance Report**

The Committee reviewed and approved the Q2 Finance report (attached at Appendix 4), including a revised format for the Management Accounts showing forecasts for the year end. This forecasts a net programme underspend of approximately 9%.

### **HR Update**

The Committee received an update on staffing changes, which are reported above.

### **Risk Register**

The Committee reviewed the corporate level risk register. No significant changes were made since the previous review.

### **Scheme of Delegated Authority (SODA)**

The Committee agreed proposed changes to the SODA to include the newly established position of Financial Controller. As changes to the SODA are required to be approved by the Board, the Revised SODA is attached at Appendix 5 and the Board are recommended to approve the amendments highlighted.

## **Supporting papers/appendices**

Appendix 1	Project Dashboard
Appendix 2	Media coverage log
Appendix 3	Events List
Appendix 4	Finance Report
Appendix 5	SODA

# ReLondon - Project dashboard

November 2021

<b>Finance</b> - Cash £12M - Investments £6.9M (cost)	Overall projects rating
<b>HR</b> - headcount 36; 33.3 FTE; establishment 37.3; turnover (6 months) 13.7% (leavers)	

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

## Key

On track	Status in previous period
Issue - being managed	The project is to be closed
Significant issue preventing delivery	
Not started	

## Media coverage

Date of publication	Story	Publication/website	Headline	Circulation	URL (if applicable)
8th November	Listings for Love Not Landfill	<b>Green Union</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">Green Union: CONSCIOUS FASHION - Environmental Fashion Campaign Love Not Landfill</a>
7th November	MFA report	<b>South London Press</b>	Supplying London with food causes more than 15,400 kilotons of CO2 emissions each year		<a href="https://londonnewsonline.co.uk/supplying-london-with-food-causes-more-than-15400-kilotons-of-co2-">https://londonnewsonline.co.uk/supplying-london-with-food-causes-more-than-15400-kilotons-of-co2-</a>
5th November	MFA report	<b>City Matters</b>	New ReLondon report outlines impact of London food supply lines		<a href="https://www.citymatters.london/new-relondon-report-outlines-impact-of-london-food-supply-">https://www.citymatters.london/new-relondon-report-outlines-impact-of-london-food-supply-</a>
5th November	LNL pop-up	<b>ITV This Morning</b>	Second-hand shopping is planet-friendly - feature on sustainable clothes to buy right now		<a href="https://www.youtube.com/watch?v=drWmue5j85w">https://www.youtube.com/watch?v=drWmue5j85w</a>
5th November	Listings for Love Not Landfill	<b>The rooftop</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">The rooftop: Love Not Landfill charity fashion pop-up – The Rooftop</a>
4th November	MFA report	<b>Circular</b>	COP26: Report highlights ‘huge opportunity’ for London’s food systems to become less carbon intensive		<a href="https://www.circularonline.co.uk/news/cop26-report-highlights-huge-opportunity-for-londons-">https://www.circularonline.co.uk/news/cop26-report-highlights-huge-opportunity-for-londons-</a>
4th November	MFA report	<b>Hammersmith Today</b>	Third of food supplied to London is thrown away		<a href="https://www.hammersmithtoday.co.uk/#!/pages/sh">https://www.hammersmithtoday.co.uk/#!/pages/sh</a>
4th November	MFA report	<b>Footprint</b>	London to target food hot spots		<a href="https://www.foodservicefootprint.com/london-to-">https://www.foodservicefootprint.com/london-to-</a>
4th November	MFA report	<b>Fulham SW6</b>	Third of food supplied to London is thrown away		<a href="https://www.fulhamsw6.com/#!/pages/shared:com">https://www.fulhamsw6.com/#!/pages/shared:com</a>
4th November	MFA report	<b>UK Daily</b>	Report highlights ‘huge opportunity’ for London’s food systems to become less carbon intensive		<a href="https://uk-daily.com/2021/11/report-highlights-huge-opportunity-for-londons-food-systems-to-">https://uk-daily.com/2021/11/report-highlights-huge-opportunity-for-londons-food-systems-to-</a>
1st November	LNL	<b>Glamour</b>	What happens to the clothes our charity shops can't sell, and how can we make sure our donations don't end up piled high in waste dumps?		<a href="https://www.glamourmagazine.co.uk/article/charity-shop-donation-tips">https://www.glamourmagazine.co.uk/article/charity-shop-donation-tips</a>
end Oct/early Nov	Listings for Love Not Landfill	<b>All Events</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">All Events: The Love Not Landfill charity fashion pop-up, Angel Central Shopping Centre, London,</a>
end Oct/early Nov	Listings for Love Not Landfill	<b>Daily Advert</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">Daily Advert: Eco-fashion campaign Love Not Landfill opens its charity fashion pop-up in London -</a>
end Oct/early Nov	Listings for Love Not Landfill	<b>All In London</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="https://www.allinlondon.co.uk/whats-on/event-224430-the-love-not-landfill-charity-fashion-pop-">https://www.allinlondon.co.uk/whats-on/event-224430-the-love-not-landfill-charity-fashion-pop-</a>
end Oct	Listings for Love Not Landfill	<b>Skiddle.com</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="https://www.skiddle.com/whats-on/London/Angel-Central-Shopping-Centre/The-Love-Not-Landfill-">https://www.skiddle.com/whats-on/London/Angel-Central-Shopping-Centre/The-Love-Not-Landfill-</a>
end Oct	Listings for Love Not Landfill	<b>Where can we go</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="https://www.wherecanwego.com/item/e1455984/the-love-not-landfill-charity-fashion-pop-up">https://www.wherecanwego.com/item/e1455984/the-love-not-landfill-charity-fashion-pop-up</a>
28th October	Opinion article	<b>Open Access Government</b>	Circular economy will help prevent climate damage and bring societal benefits	161,205	<a href="https://www.openaccessgovernment.org/the-circular-economy-prevent-climate-damage-societal-">https://www.openaccessgovernment.org/the-circular-economy-prevent-climate-damage-societal-</a>
28th October	Listings for Love Not Landfill	<b>QX Magazine</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">QX Magazine: The Love Not Landfill Fashion Pop-Up - 11 to 14 November - QX Magazine</a>
14th October	Listings for Love Not Landfill	<b>Islington Gazette</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="https://www.isltingongazette.co.uk/news/angel-fashion-pop-up-love-not-landfill-8408972">https://www.isltingongazette.co.uk/news/angel-fashion-pop-up-love-not-landfill-8408972</a>
13th October	Listings for Love Not Landfill	<b>London The Inside</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="https://londontheinside.com/love-not-landfill-preloved-fashion-pop-up/">https://londontheinside.com/love-not-landfill-preloved-fashion-pop-up/</a>

13th October	Listings for Love Not Landfill	<b>Title Press</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">Title Press: Green fashion campaign Love Not Landfill opens charity fashion pop-up in London -</a>
12th October	Listings for Love Not Landfill	<b>London Post</b>	Pop-up in Angel Islington - secondhand fashion to save the planet		<a href="#">London Post: Eco-fashion campaign Love Not Landfill opens its charity fashion pop-up in London</a>
23rd September	Grants	<b>Circular</b>	London small businesses given financial boost to pilot greener products	10,000	<a href="https://www.circularonline.co.uk/news/london-small-businesses-given-financial-boost-to-pilot-">https://www.circularonline.co.uk/news/london-small-businesses-given-financial-boost-to-pilot-</a>
22nd September	Grants	<b>Materials Recycling World</b>	London firms offered funding for circular economy	25,000	<a href="https://www.mrw.co.uk/news/london-firms-offered-funding-for-circular-economy-22-09-2021/">https://www.mrw.co.uk/news/london-firms-offered-funding-for-circular-economy-22-09-2021/</a>
22nd September	Grants	<b>London Loves Business</b>	London SME's given financial boost to pilot greener products and services	115,000	<a href="https://londonlovesbusiness.com/london-smes-given-financial-boost-to-pilot-greener-products-">https://londonlovesbusiness.com/london-smes-given-financial-boost-to-pilot-greener-products-</a>
22nd September	Grants	<b>Waste Management World</b>	London offers Funding for Circular Economy	90,000	<a href="https://waste-management-world.com/a/london-offers-funding-for-circular-economy">https://waste-management-world.com/a/london-offers-funding-for-circular-economy</a>
3rd August	Commentary	<b>edie</b>	How can we accelerate the circular economy transition? Here are 5 top tips	100,000	<a href="https://www.edie.net/news/16/How-can-we-accelerate-the-circular-economy-transition--Here-are-5-top-">https://www.edie.net/news/16/How-can-we-accelerate-the-circular-economy-transition--Here-are-5-top-</a>
1st August	Webinar	<b>edie</b>	Earth Overshoot Day webinar - Wayne Hubbard	100,000	
30th July	Mention	<b>edie</b>	Available to watch on-demand: edie's Earth Overshoot Day webinar	100,000	<a href="https://www.edie.net/news/5/Elvis---Kresse-and-Centrica-Business-Solutions-confirmed-for-edie-s-">https://www.edie.net/news/5/Elvis---Kresse-and-Centrica-Business-Solutions-confirmed-for-edie-s-</a>
14th July	Flats	<b>Packaging News</b>	Ecosurety works with The Mayor's office on recycling push for London flats	10,100	<a href="https://www.packagingnews.co.uk/news/environment/recycling/ecosurety-recycling-push-london-">https://www.packagingnews.co.uk/news/environment/recycling/ecosurety-recycling-push-london-</a>
14th July	Flats	<a href="#">Resource</a>	Recycling intervention rolled out across Lambeth flats	5,000	<a href="https://resource.co/article/recycling-intervention-">https://resource.co/article/recycling-intervention-</a>
14th July	Flats	<a href="#">Packaging News</a>	Ecosurety works with The Mayor's office on recycling push for London flats	10,100	<a href="https://www.packagingnews.co.uk/news/environment/recycling/ecosurety-recycling-push-london-">https://www.packagingnews.co.uk/news/environment/recycling/ecosurety-recycling-push-london-</a>
25th June	Opinion article	<b>LocalGov</b>	We must seize the opportunity to accelerate the circular economy	40,000	<a href="https://www.localgov.co.uk/We-must-seize-the-opportunity-to-accelerate-a-circular-">https://www.localgov.co.uk/We-must-seize-the-opportunity-to-accelerate-a-circular-</a>
22nd June	Grants	<b>Materials Recycling World</b>	Support for circular recovery in London	25,000	<a href="https://www.mrw.co.uk/news/support-for-circular-">https://www.mrw.co.uk/news/support-for-circular-</a>
18th June	Opinion article	<b>The Grocer</b>	A circular economy for food is fundamental for people and planet	260,550	<a href="https://www.thegrocer.co.uk/food-waste/a-circular-economy-for-food-is-fundamental-for-people-and-planet/657217.article">https://www.thegrocer.co.uk/food-waste/a-circular-economy-for-food-is-fundamental-for-people-and-planet/657217.article</a>
18th June	Grants	<b>Circular</b>	ReLondon announces new support for SMEs in bid to kick-start green recovery post-COVID	10,000	<a href="https://www.circularonline.co.uk/news/reondon-announces-new-support-for-smes-in-bid-to-kick-">https://www.circularonline.co.uk/news/reondon-announces-new-support-for-smes-in-bid-to-kick-</a>
14th June	CE Week	<b>Circular</b>	London gears up for Circular Economy Week	10,000	<a href="https://www.circularonline.co.uk/news/london-">https://www.circularonline.co.uk/news/london-</a>
16th March	Fashion report	<b>Fashion Network</b>	Repair' and 'resale' rather than 'replace' can yield rewards says new report	50,000	<a href="https://www.fashionnetwork.com/news/-repair-and-resale-rather-than-replace-can-yield-rewards-says-">https://www.fashionnetwork.com/news/-repair-and-resale-rather-than-replace-can-yield-rewards-says-</a>
16th March	Fashion report	<b>London News Today</b>	Repair' and 'resale' rather than 'replace' can yield rewards says new report	5,000	<a href="https://londonnewstime.com/repair-and-resale-rather-than-replacement-can-generate-rewards-the">https://londonnewstime.com/repair-and-resale-rather-than-replacement-can-generate-rewards-the</a>
16th March	Fashion report	<b>EcoTextile News</b>	Fashion that doesn't cost the earth	20,000	<a href="https://www.ecotextile.com/2021031627538/fashi">https://www.ecotextile.com/2021031627538/fashi</a>
16th March	Fashion report	<b>Corporate Citizenship Briefing newsletter</b>	FW and Farfetch reveal circular economy models success	3,500	<a href="https://us4.campaign-archive.com/?e=ca5b00eea5&amp;u=630a4484fd6bac4">https://us4.campaign-archive.com/?e=ca5b00eea5&amp;u=630a4484fd6bac4</a>
15th March	Fashion report	<b>Edie</b>	Circular economy models reduce costs and boost sales for fashion majors	100,000	<a href="https://www.edie.net/news/12/Circular-economy-models-reduce-costs-and-boost-sales-for-fashion-">https://www.edie.net/news/12/Circular-economy-models-reduce-costs-and-boost-sales-for-fashion-</a>

11th March	CE priority report	<b>Materials Recycling World</b>	Circularity' confuses councils and business	25,000	<a href="https://www.mrw.co.uk/news/circularity-confuses-">https://www.mrw.co.uk/news/circularity-confuses-</a>
9th March	CE priority report	<b>Circular</b>	Councils and SMEs want circular economy to be a 'much higher priority'	10,000	<a href="https://www.circularonline.co.uk/news/councils-and-smes-want-circular-economy-to-be-a-much-">https://www.circularonline.co.uk/news/councils-and-smes-want-circular-economy-to-be-a-much-</a>
9th March	CE priority report	<b>Resource</b>	Local authorities call for focus on circular economy	5,000	<a href="https://resource.co/article/local-authorities-call-">https://resource.co/article/local-authorities-call-</a>
9th March	Rebrand	<b>Let's Recycle</b>	LWARB rebrands as ReLondon	120,000	<a href="https://www.letsrecycle.com/news/lwarb-rebrands">https://www.letsrecycle.com/news/lwarb-rebrands</a>
5th January	Opinion article	<b>Elite Business Magazine</b>	We must help SMEs to seize the opportunities of a circular economy	51,000	<a href="http://elitebusinessmagazine.co.uk/analysis/item/we-must-help-smes-to-seize-the-opportunities-of-a-">http://elitebusinessmagazine.co.uk/analysis/item/we-must-help-smes-to-seize-the-opportunities-of-a-</a>

**Appendix 2: Events List**

Date	Event	Organiser	Type of event	Topic	Attended by	Audience	Role
07/10/2021	National LARAC Conference	LARAC	Conference	How local authorities can adopt circular economy principles	Beverley Simonson	Closed event - waste and recycling professionals	Speaker
12/10/2021	Richmond Market Insight Forum	Richmond Events	Conference	Ali speaking alongside Bec from Antedote on LNL research outputs and how they've been used.	Ali Moore	Research and marketing professionals.	Speaker
14/10/2021	Food Flagship Initiative: From data to action - city led interventions for a circular economy for food	ReLondon	Webinar	introduction to the Food Flagship Initiative	Rachel Shairp, Jean Billant	SMEs, Food and beverage businesses	Speaker
20/10/2021	Housemark Housing Association	Housemark Housing Association	Webinar	30 min presentation to Housemark members (30+ HA's) on improving recycling in flats.	Gemma Scott	Housemark members and housing associations	Speaker
27/10/2021	Ellen MacArthur Foundation partners networking meeting	Ellen MacArthur Foundation	Networking meeting	Networking session as part of COP26 event curation, refreshing circular economy knowledge and learning how to confidently communicate the links between the circular economy and climate change with a variety of audiences. suppliers, employees, and leadership.	Ali Moore	Ellen MacArthur Foundation community members	Speaker
27/10/2021	Smiley Talk	Smiley Movement	Online panel	How to build circular cities	Pauline Metivier	Sustainability professionals	Speaker
03/11/2021	COP26	UNFCCC	Panel	Zero waste experiences and best practices across cities	Pauline Metivier	COP26 delegates, CE professionals, industry professionals	Panellist
04/11/2021	SUEZ UK Fringe event	SUEZ UK	Live event	From wheels to meals: a city's food footprint - Launch of ReLondon's latest material flow analysis report in collaboration with Circle Economy. Also launched the Food Flagship Initiative and announced the first cohort of food champions.	Wayne Hubbard, Sarah Malone, Jean Billant, Pauline Metivier, Ali Moore, Cecilia Law	COP26 delegates, CE professionals, food industry professionals	Speaker
05/11/2021	Build Better Now	UKGBC	Webinar	Why circularity should be your route to net zero	Andrea Charlson	Built environment professionals, COP26 delegates	Speaker
09/11/2021	Sustainable Innovation Forum	Climate Action	Webinar	Closing Loops for a Circular City Economy	Dr Liz Goodwin	COP26 delegates, CE and sustainability professionals, food industry professionals	Speaker
10/11/2021	Love Not Landfill pop up	ReLondon	Pop up	Press launch for the annual LNL pop up	LNL team	Citizens	Hosts
11-14/11/21	Love Not Landfill pop up	ReLondon	Pop up	Citizen launch of annual LNL pop up	LNL team	Citizens	Hosts
15/11/2021	London Assembly Environment Committee	London Assembly	Meeting	Circular economy, waste and recycling - how London is progressing	Wayne Hubbard	London Assembly Environment Committee	Speaker

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

### Finance Report Q2 2021/22

#### Profit & Loss Summary

For the 6 months

	Q1				Q2				YTD			
	Q1 Actual	Q1 Budget	Variance	Variance as a %	Q2 Actual	Q2 Budget	Variance	Variance as a %	YTD Actual	YTD Budget	YTD Variance	YTD Variance as a %
Local Authority Support (LAS)	229,776.94	319,755.00	(89,978.06)	-28.14%	126,907.85	319,755.00	(192,847.15)	-60.31%	356,684.79	639,510.00	(282,825.21)	-44.23%
Business and sector support (BSS) & Communications (Com) & Behaviour cl	330,281.22	111,236.00	219,045.22	196.92%	267,132.73	64,670.00	202,462.73	313.07%	597,413.95	175,906.00	421,507.95	239.62%
Central Costs	113,327.64	120,000.00	(6,672.36)	-5.56%	148,346.36	150,000.00	(1,653.64)	-1.10%	261,673.99	270,000.00	(8,326.01)	-3.08%
Revenue programme	325,220.00	278,999.00	46,221.00	16.57%	411,991.63	278,999.00	132,992.63	47.67%	737,211.64	557,998.00	179,213.64	32.12%
	(131,571.77)	(23,745.00)	(107,826.77)	454.10%	(155,988.38)	(23,745.00)	(132,243.38)	556.93%	(287,560.15)	(47,490.00)	(240,070.15)	505.52%
<b>NET PROGRAMME EXPENDITURE</b>	<b>867,034.03</b>	<b>806,245.00</b>	<b>60,789.03</b>	<b>7.54%</b>	<b>798,390.19</b>	<b>789,679.00</b>	<b>8,711.19</b>	<b>1.10%</b>	<b>1,665,424.22</b>	<b>1,595,924.00</b>	<b>69,500.22</b>	<b>4.35%</b>
Investments	(11,353.88)	553,500.00	(564,853.88)	-102.05%	(11,113.59)	553,500.00	(564,613.59)	-102.01%	(22,467.47)	1,107,000.00	(1,129,467.47)	-102.03%
<b>LWARB NET SPENT</b>	<b>855,680.15</b>	<b>1,359,745.00</b>	<b>(504,064.85)</b>	<b>-37.07%</b>	<b>787,276.60</b>	<b>1,343,179.00</b>	<b>(555,902.40)</b>	<b>-41.39%</b>	<b>1,642,956.75</b>	<b>2,702,924.00</b>	<b>(1,059,967.25)</b>	<b>-39.22%</b>

For the 6 months to 30<sup>th</sup> Sep 2021 ReLondon has an overall 4.35% overspent variance for Programme expenditure and 102% for investments. For Local authority support, Internal resources were effectively used to reduce costs and various projects faced delays due to pandemic situation. Business sector support and Business transformation is showing an overspend variance of £421k. However, the YTD budget figure of £175.9k above includes income for CIRCulT and AL/ERDF totalling £328.5k which we have not yet received. Excluding these fundings, Business sector support and Business transformation overspent by £93k. Communications and behaviour change closely followed the budgeted expenditure with £8k underspent variance. Central costs currently showing an overspent variance of £179k. This was due to additional expenditure on temp staff and dilapidation costs. Both rent and temp staff costs will reduce going forward and we expect to see an overall underspent from Q3. Revenue income is above budget by £240k. But this mainly due to timing issues as fundraising and consultancy services is difficult to budget between the quarters. Investment income made up of interest income which remains stable, and any investment write off will be included in Q4. The large variance in investments (102%) is mainly due to the budgeted expenditure being in the P&L (for additional investments) and the actual expenditure being in the balance sheet. We are ahead of our target on investment expenditure. At the end of Q2 we spent £1.4m compared to the budget of £1.1m.

## LWARB Income and Expenditure detail

### Management accounts

London Waste and Recycling Board  
For the months ended 30 September 2021

	Q1				Q2				YTD				REF
	Q1 Actual	Q1 Budget	Variance	Variance as a %	Q2 Actual	Q2 Budget	Variance	Variance as a %	YTD Actual	YTD Budget	YTD Variance	YTD Variance as a %	
<b>Local Authority Support (LAS)</b>													
Staff costs	109,825.39	165,000.00	(55,174.61)	-33.44%	97,164.83	165,000.00	(67,835.17)	-41.11%	206,990.22	330,000.00	(123,009.78)	-37.28%	1
Research, innovation & development (F	84,271.95	75,251.00	9,020.95	11.99%	29,743.02	75,251.00	(45,507.98)	-60.47%	114,014.97	150,502.00	(36,487.03)	-24.24%	1
Focus area projects (RL; FAP)	4,623.30	27,501.00	(22,877.70)	-83.19%	-	27,501.00	(27,501.00)	-100.00%	4,623.30	55,002.00	(50,378.70)	-91.59%	1
Capacity building (CB)	0.00	12,501.00	(12,501.00)	-100.00%	-	12,501.00	(12,501.00)	-100.00%	0.00	25,002.00	(25,002.00)	-100.00%	1
Service advice & support (SA&S)	105.30	27,001.00	(26,895.70)	-99.61%	-	27,001.00	(27,001.00)	-100.00%	105.30	54,002.00	(53,896.70)	-99.81%	1
Circular directory (CD)	30,951.00	12,501.00	18,450.00	147.59%	-	12,501.00	(12,501.00)	-100.00%	30,951.00	25,002.00	5,949.00	23.79%	1
<b>Total Local Authority Support (LAS)</b>	<b>229,776.94</b>	<b>319,755.00</b>	<b>(89,978.06)</b>	<b>-28.14%</b>	<b>126,907.85</b>	<b>319,755.00</b>	<b>(192,847.15)</b>	<b>-60.31%</b>	<b>356,684.79</b>	<b>639,510.00</b>	<b>(282,825.21)</b>	<b>-44.23%</b>	
<b>Business and sector support (BSS) &amp; Business Transformation (BT)</b>													
Staff costs	139,033.77	89,751.00	49,282.77	54.91%	145,131.76	89,751.00	55,380.76	61.70%	284,165.53	179,502.00	104,663.53	58.31%	2
CE Week (CEW)	34,380.67	36,500.00	(2,119.33)	-5.81%	1,728.00	1,700.00	28.00	1.65%	36,108.67	38,200.00	(2,091.33)	-5.47%	2
Research (Mfa + jobs and skills)	2,550.00	0.00	2,550.00	100.00%	2,707.20	20,000.00	(17,292.80)	-86.46%	5,257.20	20,000.00	(14,742.80)	-73.71%	2
Commercialisation (Commerc)	12,000.00	10,000.00	2,000.00	20.00%	-	-	-	0.00%	12,000.00	10,000.00	2,000.00	20.00%	2
Investment in knowledge (Iik)+ Circular	-	-	-	0.00%	-	-	-	0.00%	-	0.00	0.00	0.00%	2
Corporate engagement (Corp Eng)	-	-	-	0.00%	348.00	400.00	(52.00)	-13.00%	348.00	400.00	(52.00)	-13.00%	2
CIRCulT Staff costs	28,526.04	38,499.00	(9,972.96)	-25.90%	28,458.69	38,499.00	(10,040.31)	-26.08%	56,984.74	76,998.00	(20,013.26)	-25.99%	3
CIRCulT Project expenditure	15,239.99	15,000.00	239.99	1.60%	6,090.95	6,000.00	90.95	1.52%	21,330.94	21,000.00	330.94	1.58%	3
CIRCulT Funding	-	(82,251.00)	82,251.00	-100.00%	-	(82,251.00)	82,251.00	-100.00%	-	(164,502.00)	164,502.00	-100.00%	3
GND Staff costs	30,686.16	36,133.00	(5,446.84)	-15.07%	26,906.23	36,276.00	(9,369.77)	-25.83%	57,592.39	72,409.00	(14,816.61)	-20.46%	4
GND Project expenditure	306,299.00	184,251.00	122,048.00	66.24%	292,500.00	184,251.00	108,249.00	58.75%	598,799.00	368,502.00	230,297.00	62.50%	4
GND Funding	(305,000.00)	(212,751.00)	(92,249.00)	43.36%	(292,500.00)	(212,751.00)	(79,749.00)	37.48%	(597,500.00)	(425,502.00)	(171,998.00)	40.42%	4
AL / ERDF Staff costs	64,488.83	76,027.00	(11,538.17)	-15.18%	51,993.09	61,026.00	(9,032.91)	-14.80%	116,481.92	137,053.00	(20,571.08)	-15.01%	5
AL / ERDF Project expenditure	2,076.76	2,076.00	0.76	0.04%	3,768.80	3,768.00	0.80	0.02%	5,845.56	5,844.00	1.56	0.03%	5
AL / ERDF Funding	0.00	(81,999.00)	81,999.00	-100.00%	0.00	(81,999.00)	81,999.00	-100.00%	-	(163,998.00)	163,998.00	-100.00%	5
<b>Total Business and sector support (I)</b>	<b>330,281.22</b>	<b>111,236.00</b>	<b>219,045.22</b>	<b>196.92%</b>	<b>267,132.73</b>	<b>64,670.00</b>	<b>202,462.73</b>	<b>313.07%</b>	<b>597,413.95</b>	<b>175,906.00</b>	<b>421,507.95</b>	<b>239.62%</b>	
<b>Communications (Com) &amp; Behaviour change (BCC)</b>													
Staff	67,643.39	70,000.00	(2,356.61)	-3.37%	70,821.68	70,000.00	821.68	1.17%	138,465.06	140,000.00	(1,534.94)	-1.10%	6
Behaviour Change Campaigns (BCC)	39,566.61	40,000.00	(433.39)	-1.08%	67,357.05	70,000.00	(2,642.95)	-3.78%	106,923.66	110,000.00	(3,076.34)	-2.80%	6
Marketing and communications (Com)	6,117.64	10,000.00	(3,882.36)	-38.82%	10,167.63	10,000.00	167.63	1.68%	16,285.27	20,000.00	(3,714.73)	-18.57%	6
<b>Total Communications (Com) &amp; BCC</b>	<b>113,327.64</b>	<b>120,000.00</b>	<b>(6,672.36)</b>	<b>-5.56%</b>	<b>148,346.36</b>	<b>150,000.00</b>	<b>(1,653.64)</b>	<b>-1.10%</b>	<b>261,673.99</b>	<b>270,000.00</b>	<b>(8,326.01)</b>	<b>-3.08%</b>	
<b>Central Costs</b>													
Staff	133,743.46	134,000.00	(256.54)	-0.19%	137,255.41	134,000.00	3,255.41	2.43%	270,998.88	268,000.00	2,998.88	1.12%	7
Office expenses	80,714.41	49,998.00	30,716.41	61.44%	109,825.31	49,998.00	59,827.31	119.66%	190,539.72	99,996.00	90,543.72	90.55%	8
Other overheads	(2,560.40)	0.00	(2,560.40)	100.00%	473.70	0.00	473.70	100.00%	(2,086.70)	0.00	(2,086.70)	100.00%	9
Office Rent	95,218.57	90,000.00	5,218.57	5.80%	135,982.21	90,000.00	45,982.21	51.09%	231,200.78	180,000.00	51,200.78	28.44%	10
Professional fees	18,103.96	5,001.00	13,102.96	262.01%	28,455.00	5,001.00	23,454.00	468.99%	46,558.96	10,002.00	36,556.96	365.50%	11
<b>Total Central Costs</b>	<b>325,220.00</b>	<b>278,999.00</b>	<b>46,221.00</b>	<b>16.57%</b>	<b>411,991.63</b>	<b>278,999.00</b>	<b>132,992.63</b>	<b>47.67%</b>	<b>737,211.64</b>	<b>557,998.00</b>	<b>179,213.64</b>	<b>32.12%</b>	
<b>Revenue programme</b>													
Resource London	(23,767.69)	(9,999.00)	(13,768.69)	137.70%	(69,144.99)	(9,999.00)	(59,145.99)	591.52%	(92,912.68)	(19,998.00)	(72,914.68)	364.61%	12
Accreditation service	-	(2,499.00)	2,499.00	-100.00%	-	(2,499.00)	2,499.00	-100.00%	-	(4,998.00)	4,998.00	-100.00%	12
Training	-	(2,499.00)	2,499.00	-100.00%	-	(2,499.00)	2,499.00	-100.00%	-	(4,998.00)	4,998.00	-100.00%	12
Fundraising	(49,824.37)	(6,249.00)	(43,575.37)	697.32%	(26,426.00)	(6,249.00)	(20,177.00)	322.88%	(76,250.37)	(12,498.00)	(63,752.37)	510.10%	12
Sponsorship	(6,000.00)	(2,499.00)	(3,501.00)	140.10%	-	(2,499.00)	2,499.00	-100.00%	(6,000.00)	(4,998.00)	(1,002.00)	20.05%	12
Other income	(51,979.71)	-	(51,979.71)	100.00%	(60,417.39)	-	(60,417.39)	100.00%	(112,397.10)	-	(112,397.10)	100.00%	12
<b>Total Revenue programme</b>	<b>(131,571.77)</b>	<b>(23,745.00)</b>	<b>(107,826.77)</b>	<b>454.10%</b>	<b>(155,988.38)</b>	<b>(23,745.00)</b>	<b>(132,243.38)</b>	<b>556.93%</b>	<b>(287,560.15)</b>	<b>(47,490.00)</b>	<b>(240,070.15)</b>	<b>505.52%</b>	
<b>NET PROGRAMME EXPENDITURE</b>	<b>867,034.03</b>	<b>806,245.00</b>	<b>60,789.03</b>	<b>7.54%</b>	<b>798,390.19</b>	<b>789,679.00</b>	<b>8,711.19</b>	<b>1.10%</b>	<b>1,665,424.22</b>	<b>1,595,924.00</b>	<b>69,500.22</b>	<b>4.35%</b>	
<b>Investments</b>													
Investment income	(11,353.88)	-	(11,353.88)	100.00%	(11,113.59)	-	(11,113.59)	100.00%	(22,467.47)	-	(22,467.47)	100.00%	13
Investment expenditure	-	553,500.00	(553,500.00)	-100.00%	-	553,500.00	(553,500.00)	-100.00%	-	1,107,000.00	(1,107,000.00)	-100.00%	14
<b>Total Investments</b>	<b>(11,353.88)</b>	<b>553,500.00</b>	<b>(564,853.88)</b>	<b>-102.05%</b>	<b>(11,113.59)</b>	<b>553,500.00</b>	<b>(564,613.59)</b>	<b>-102.01%</b>	<b>(22,467.47)</b>	<b>1,107,000.00</b>	<b>(1,129,467.47)</b>	<b>-102.03%</b>	
<b>LWARB NET SPENT</b>	<b>855,680.15</b>	<b>1,359,745.00</b>	<b>(504,064.85)</b>	<b>-37.07%</b>	<b>787,276.60</b>	<b>1,343,179.00</b>	<b>(555,902.40)</b>	<b>-41.39%</b>	<b>1,642,956.75</b>	<b>2,702,924.00</b>	<b>(1,059,967.25)</b>	<b>-39.22%</b>	

## **LWARB Income and expenditure commentary**

### **1. Local Authority Support (LAS)**

Overall, there is an underspent of £283k for Local Authority Support at the end of Q2. The budget is profiled evenly across the four quarters/financial year, but project planning and then project deployment mean that the majority of spend naturally falls into the later part of the financial year once project is live, so project spend is at the back end of the financial year. This has been further compounded by Covid restriction delaying project deployment and, in some instances, we have decided to cancel projects that had been planned at the start of the year. Furthermore, we have also been successful in delivering one-to-one charged for support to a number of London boroughs redirecting capacity to these projects.

Staff costs - At the end of Q2, the staff costs showing an underspent variance of £123k. The staff budget underspend is due to a combination of 1) being two staff below full complement for both Q1 and Q2 (with one grade 5 starting 1st Sept, and the other grade 5 starting 13th September), and 2) the staff budget being inflated above required budget demands.

For Q3 the LA support team will be up to a full staff compliment of seven. Staffing budget of £165k per quarter was based on historic data. Under previous years business plans the programme was jointly funded by WRAP and under this arrangement a percentage central staff costs were recharged to the programme budget.

Research, innovation & development (RID) - Much of the research work has been internally resourced and in commissioning in the two quarter, deployment was also delayed due to continued COVID lockdown restrictions, spend is forecast to increase in later quarters as commissioned work completes. Additionally certain projects require external match funding to proceed, officers continue to explore match opportunities but project such as the commercial waste data project will not proceed until appropriate match funding is secured.

Focus area projects (RL; FAP) - Most of the work on focus area projects in Q1&2 was internal resource and planning, as project enter the live phase in later quarters spend will increase. Delivery was however delayed due to continued COVID lockdown restrictions, impacting project viability.

Capacity building (CB) - Delivery here has been through internal resources to date, so little to no external spend has been needed this should change as the year progresses. However, this is likely to come in under budget.

Service advice & support (SA&S) - Work in Q1&Q2 was internal resource and planning, however delivery of a number of service support project were heavily delayed/impacted by the continued COVID lockdown restrictions, impacting project viability - some of these projects have now been cancelled for this year and a revised budget forecast has been prepared. Additionally significant officer time has been taken up delivering 1-2-1 charged for consultancy support projects for individual boroughs which have brought in income for ReLondon.

Circular directory (CD) costs – Variance due to the budget split evenly across the four quarters. Professional fees for reports to be incurred from Q3.

### **2. Business and sector support (BSS) & Business Transformation (BT)**

Overall overspent variance of £422k is mainly due to the CIRCulT and AL/ERDF funding not being received. Excluding the funding lines, the variance is £93k.

Staff costs - At the end of Q2, the management accounts show staff costs overspent by £104k. However, this is mainly due to the new presentation and staff time recharges to GND, CIRCuIT and ERDF lines. Combining all staff cost within Business and sector support (BSS) & Business Transformation (BT), we have an underspent of £49k at the end of Q2.

CE Week (CEW) – actual cost closely followed the budget. We expect a £4k underspent by the end of the financial year.

Research – The management accounts showing an underspent variance of approx. £15k to the end of Q2. For the full year we expect £20k underspent to budget as one of the projects - the jobs and skills research will be fully delivered in Q1 of next financial year so part of the costs (£20k) will need to be paid in 2022/2023. We expect to pay for Food MFA approx. £25k in Q3. Methodology project has a budget of £40k and we expect the cost to be incurred in Q4.

Commercialisation (Commerc) – actual cost closely followed the budget.

Investment in knowledge (IiK)+ Circular Economy Outcome Fund: £10k will be used to fund the development of knowledge outputs and £30k has been allocated to develop the Circular Economy Outcome Fund project. We expect the costs to be incurred later in the year.

Corporate engagement (Corp Eng) - Cost as planned in the budget.

### **3. CIRCuIT**

CIRCuIT Staff costs – We expected the CIRCuIT staff costs to be lower than the budget for two quarters due to delay in recruiting secondees, internal staff allocations.

CIRCuIT Project expenditure - Cost as planned in the budget.

CIRCuIT Funding - We are expecting to receive this funding however there has been a delay. Hopefully will receive by end of next quarter.

### **4. GND**

GND Staff costs - Overspend compared to original estimated budget but still underspent against GND budget on the management accounts. We utilised £17k underspend from last year and front-loaded costs for one staff member into 21/22 (contract due to expire in May 22 after the end of GND - difference to be covered by Circuit)

GND Project expenditure & GND Funding - In Q1, grants of £305k was paid to 37 SMES. In Q2, £292.5K was paid to 33 eligible SMEs. Variance of £58k due the way budget allocated evenly across four quarters (timing issue).

### **5. AL / ERDF**

AL / ERDF Staff costs - Underspend will be carried over to next year's delivery plus extension to Mar 2023. Please note original £467k is ERDF budget (£367k) plus underspend from 20/21 (~£97k). Staff changes and reallocation of staff to GND/Islington resulted in underspend in 21/22 which will carry into 22/23 and a programme extension to March 2023.

AL / ERDF Project expenditure - Cost as planned in the budget to Q2.

AL / ERDF Funding - We expect the match funding from last quarter likely to be paid Oct-Dec (Q3).

## **6. Communications (Com) & Behaviour change (BCC)**

Actual spent was mostly in line with the budgeted amounts. At the end of Q2, the management accounts showed we underspent by £8k. This is a timing issue and further invoices for activities is expected in Q3 for which we have already raised purchase orders.

## **7. Central Staff costs**

Central staff costs are in line with the budget at the end of Q2 with a variance of £3k (1%).

## **8. Office expenses**

The office expenses is showing an overspent variance of £90k. This is mainly due to the temporary staff costs for office move and finance support up to September. No further office move support or finance support costs to be incurred from Q3 and expect the variance to drop significantly.

## **9. Other overheads**

Other overheads include reversal of bad debt provision which we provided in 2021 accounts. In Q1 we received the payment for the outstanding invoice and therefore the provision was reversed.

## **10. Office Rent**

Office rent is currently showing a £51k variance at the end of Q2. We started renting our new office from July and we paid rent for both offices in July. Also, we paid dilapidation costs of £42k for the previous office. Q3 and Q4 will reflect the savings made in rent.

## **11. Professional fees**

Professional fees is showing an overspent variance of £36.5k and this mainly relates to the organisation restructuring fees paid to the end of Q2.

## **12. Revenue programme**

Resource London is showing the fundings received for Ecosurety project.

Fundraising includes £31k received from C&A foundation and Quarter 2 ERDF claim of £41.5k

Sponsorship income received was for CE week. The £30k Love not Landfill pop up shop was invoiced in Q3 and this will be showing in the next report.

## **13. Investment income**

Investment income received in both quarters relates mainly to our GLA account balance.

## **14. Investment expenditure**

Impairments or a permanent fall in value of investments will be reflected in the accounts in Q4 and any expenditure on purchasing additional investment is shown in the balance sheet. The budgeted total includes expenditure on investment "additions" which we are showing in the balance sheet. At the end of Q2 we budgeted to spend £1.1m. Our actual investment expenditure to Q2 is £1.4m (£1.4m to Greater London Investment Fund in Q1 and £16k to in

Circularity European Growth Fund in Q2). Therefore, at the end of Q2 we were ahead of our target.

# Balance Sheet

London Waste and Recycling Board

	As at 30-Sep-21 (£000s)	As at 30 Jun 2021 (£000s)	Change in the period (£000s)	Notes
<b>Fixed Assets</b>				
Investments	6,966	6,949	16	1
<b>Total Fixed Assets</b>	<b>6,966</b>	<b>6,949</b>	<b>16</b>	
<b>Current Assets</b>				
Cash at bank and in hand	12,252	13,364	(1,113)	2
Trade debtor	-	1	(1)	3
Other debtors	186	201	(15)	4
<b>Total Current Assets</b>	<b>12,438</b>	<b>13,566</b>	<b>(1,128)</b>	
<b>Current Liabilities</b>				
Trade and other creditors	43	117	(75)	5
Payroll liabilities	100	71	30	6
Deferred income	259	259	0	7
Accruals	67	53	14	8
<b>Total current liabilities</b>	<b>468</b>	<b>499</b>	<b>(31)</b>	
<b>Provisions</b>				
Provisions	399	691	(293)	9
<b>Total provisions</b>	<b>399</b>	<b>691</b>	<b>(293)</b>	
<b>Net Assets</b>	<b>18,536</b>	<b>19,325</b>	<b>(789)</b>	
<b>Reserves</b>				
General fund	12,782	13,570	(789)	10
Other funds	5,754	5,754	0	
<b>Total Reserves</b>	<b>18,536</b>	<b>19,325</b>	<b>(789)</b>	

## LWARB Balance Sheet detail and commentary

1. In Q2, £16K was invested in in Circularity European Growth Fund.
2. Cash at bank and in hand balance fell by 8% to £12.2m (from £13.3m). See cash flow section for detailed explanations.
3. Trade debtor is nil at the end of Q2.
4. Other debtors decreased by £15k (7%) in the period. Other debtors include prepayments, which decreased by 29% (£15k) in the period. This was mainly due to the release of prepaid IT and other subscription expenses in the quarter. Other debtors also include accrued ERDF income of £41.5k for Q1 and accrued interest income of £11k for Q2.

5. Trade creditor balance decreased by £73k in the period. Of the £40k trade creditors outstanding at the end of Q2, most of the outstanding invoices were less than 30 days old and they were paid after the period.
6. The payroll liabilities balance of £100k is made up of PAYE & Pension liabilities and the payment was made in Q3. The salary cost for Sep was higher than June and therefore the liability was higher.
7. Deferred income balance remained the same.
8. Accruals increased by £1k in the period to £67k. This was mainly due to £12k temp staff costs were accrued in this the period.
9. Provisions total includes both provision for committed expenditure and Green New Deal (GND). The provision for committed expenditure balance remained the same. However, GND provision reduced by £293k in the period. This is because £293k grants were approved and therefore released to the P&L.
10. The general fund balance is made up of the balance at the end of the last period £13,570k less the loss for the period of £789k (adjusted for rounding differences).

## LWARB Cashflow analysis and commentary

### Cash Flow (£000s)

London Waste and Recycling Board  
For the 6 months ended 30 Sep 2021

	<b>Period</b>	Notes
<b>Net Profit/(loss)</b>	(787)	1
(Increase)/decrease in investments	(16)	2
(Increase)/decrease in trade debtors	1	3
(Increase)/decrease in other debtors	0	4
(Increase)/decrease in prepayments	15	5
Increase/(decrease) in trade creditors	(75)	6
Increase/(decrease) in credit card balances	0	7
Increase/(decrease) in payroll liabilities	29	8
Increase/(decrease) in deferred income	0	9
Increase/(decrease) in accruals	14	10
Increase/(decrease) in Green new deal pro	(293)	11
<b>Net cash inflow (outflow)</b>	<b>(1,112)</b>	
<b>Opening cash</b>	13,364	
Cash movement above	(1,112)	
<b>Closing cash</b>	<b>12,252</b>	

1. Net profit/loss from "operations". This includes both paid and unpaid items. The notes 2 – 11 below are adjustments to the amount to explain the cash movement in the period.
2. Net cash outflow of £16k to Circularity European Growth Fund.
3. Small invoices from previous quarter paid.
4. No change in the quarter.
5. Decrease in prepayments adjusted as it is not a cash transaction. This amount includes accounting adjustments to release prepaid invoices.
6. Trade creditor movement of £75k is for the invoices paid between the quarters.
7. No change in the quarter.
8. Payroll liability movement £29k added back as it is a non-cash item.
9. No change in the quarter.

10. Accruals movement of £14k added back as it is a non-cash item.

11. Decrease in GND provision reflects the grants made to SMEs in the period.

Opening and closing cash reconcile to the bank account

# Management accounts (Revised to include year end forecasts)

London Waste and Recycling Board  
For the months ended 30 September 2021

	Q1 (Apr 21 - Jun 21)	Q2 (Jul 21 - Sep 21)	Q1 + Q2 (Apr 21 - Sep 21)				Q3 + Q4 (Oct 21 - Mar 22)		2021/22				REF	
	Q1 Actual	Q2 Actual	Actual to Q2	Budget to Q2	Variance to Q2	Variance as a %	Forecast	Budget	Forecast (of actual) for 21/22	Board approved 21/22 budget	Variance	Variance as a %		
<b>Local Authority Support (LAS)</b>														
Staff costs	109,825.39	97,164.83	206,990.22	330,000.00	(123,009.78)	-37.28%	240,000.00	330,000.00	446,990.22	660,000.00	(213,009.78)	-32.27%	1	
Research, innovation & development (RID)	13,575.00	2,707.00	16,282.00	16,000.00	282.00	1.76%	90,000.00	109,000.00	106,282.00	125,000.00	(18,718.00)	-14.97%	1	
Focus area projects (RL; FAP)	4,623.30	-	4,623.30	55,002.00	(50,378.70)	-91.59%	140,000.00	54,998.00	144,623.30	110,000.00	34,623.30	31.48%	1	
Capacity building (CB)	-	-	-	25,002.00	(25,002.00)	-100.00%	20,000.00	24,998.00	20,000.00	50,000.00	(30,000.00)	-60.00%	1	
Service advice & support (SA&S)	84,377.25	29,743.02	114,120.27	54,002.00	60,118.27	111.33%	75,000.00	229,998.00	189,120.27	284,000.00	(94,879.73)	-33.41%	1	
Circular directory (CD)	-	-	-	-	-	-	70,000.00	50,000.00	70,000.00	50,000.00	20,000.00	40.00%	1	
<b>Total Local Authority Support (LAS)</b>	<b>212,400.94</b>	<b>129,614.85</b>	<b>342,015.79</b>	<b>480,006.00</b>	<b>(137,990.21)</b>	<b>-28.75%</b>	<b>635,000.00</b>	<b>798,994.00</b>	<b>977,015.79</b>	<b>1,279,000.00</b>	<b>(301,984.21)</b>	<b>-23.61%</b>		
<b>Business and sector support (BSS) &amp; Business</b>														
Staff costs	139,033.77	145,131.76	284,165.53	179,502.00	104,663.53	58.31%	306,000.00	179,498.00	590,165.53	359,000.00	231,165.53	64.39%	2	
CE Week (CEW)	34,380.67	1,728.00	36,108.67	36,100.00	8.67	0.02%	4,000.00	3,900.00	40,108.67	40,000.00	108.67	0.27%	2	
Research (Mfa + jobs and skills)	-	19,926.20	19,926.20	20,000.00	(73.80)	-0.37%	80,000.00	80,000.00	99,926.20	100,000.00	(73.80)	-0.07%	2	
Commercialisation (Commerc)	12,000.00	-	12,000.00	10,000.00	2,000.00	20.00%	12,000.00	10,000.00	22,000.00	20,000.00	2,000.00	10.00%	2	
Investment in knowledge (IK)+ Circular Economy C	-	-	-	-	-	-	40,000.00	40,000.00	40,000.00	40,000.00	-	-	2	
Corporate engagement (Corp Eng)	-	348.00	348.00	400.00	(52.00)	-13.00%	4,600.00	4,600.00	4,948.00	5,000.00	(52.00)	-1.04%	2	
CIRCUIIT Staff costs	28,526.04	28,458.69	56,984.74	57,000.00	(15.26)	-0.03%	97,000.00	97,000.00	153,984.74	154,000.00	(15.26)	-0.01%	3	
CIRCUIIT Project expenditure	15,239.99	6,090.95	21,330.94	21,000.00	330.94	1.58%	90,000.00	154,000.00	111,330.94	175,000.00	(63,669.06)	-36.38%	3	
CIRCUIIT Funding	-	-	-	-	-	-	(329,000.00)	(329,000.00)	(329,000.00)	(329,000.00)	-	-	3	
GND Staff costs	30,686.16	26,996.23	57,592.39	72,409.00	(14,816.61)	-20.46%	80,236.00	42,591.00	137,828.39	115,000.00	22,828.39	19.85%	4	
GND Project expenditure	306,299.00	292,500.00	598,799.00	368,502.00	230,297.00	62.50%	237,084.00	368,498.00	835,883.00	737,000.00	98,883.00	13.42%	4	
GND Funding	(305,000.00)	(292,500.00)	(597,500.00)	(425,502.00)	(171,998.00)	40.42%	(376,212.00)	(425,498.00)	(973,712.00)	(851,000.00)	(122,712.00)	14.42%	4	
AL/ERDF Staff costs	64,488.83	51,993.09	116,481.92	137,053.00	(20,571.08)	-15.01%	190,127.00	329,947.00	306,608.92	467,000.00	(160,391.08)	-34.34%	5	
AL/ERDF Project expenditure	2,076.76	3,768.80	5,845.56	5,844.00	1.56	0.03%	64,751.00	113,156.00	70,596.56	119,000.00	(48,403.44)	-40.68%	5	
AL/ERDF Funding	-	-	(163,998.00)	163,998.00	-100.00%	-	(80,728.00)	(164,002.00)	(80,728.00)	(328,000.00)	247,272.00	-75.39%	5	
<b>Total Business and sector support (BSS) &amp; Bus</b>	<b>327,731.22</b>	<b>284,351.73</b>	<b>612,082.95</b>	<b>318,310.00</b>	<b>293,772.95</b>	<b>92.29%</b>	<b>417,858.00</b>	<b>504,690.00</b>	<b>1,029,940.95</b>	<b>823,000.00</b>	<b>206,940.95</b>	<b>25.14%</b>		
<b>Communications (Com) &amp; Behaviour change (BCC)</b>														
Staff	67,643.39	70,821.68	138,465.06	140,000.00	(1,534.94)	-1.10%	140,000.00	140,000.00	278,465.06	280,000.00	(1,534.94)	-0.55%	6	
Behaviour Change Campaigns (BCC)	39,566.61	67,357.05	106,923.66	110,000.00	(3,076.34)	-2.80%	170,000.00	170,000.00	276,923.66	280,000.00	(3,076.34)	-1.10%	6	
Marketing and communications (Com)	6,117.64	10,167.63	16,285.27	20,000.00	(3,714.73)	-18.57%	50,000.00	50,000.00	66,285.27	70,000.00	(3,714.73)	-5.31%	6	
<b>Total Communications (Com) &amp; Behaviour chan</b>	<b>113,327.64</b>	<b>148,346.36</b>	<b>261,673.99</b>	<b>270,000.00</b>	<b>(8,326.01)</b>	<b>-3.08%</b>	<b>360,000.00</b>	<b>360,000.00</b>	<b>621,673.99</b>	<b>630,000.00</b>	<b>(8,326.01)</b>	<b>-1.32%</b>		
<b>Central Costs</b>														
Staff	133,743.46	137,255.41	270,998.88	268,000.00	2,998.88	1.12%	271,000.00	268,000.00	541,998.88	536,000.00	5,998.88	1.12%	7	
Office expenses	80,714.41	109,825.31	190,539.72	99,996.00	90,543.72	90.55%	36,000.00	(55,996.00)	226,539.72	44,000.00	182,539.72	414.86%	8	
Other overheads	(2,560.40)	473.70	(2,086.70)	-	(2,086.70)	100.00%	-	157,000.00	(2,086.70)	157,000.00	(159,086.70)	-100.00%	9	
Office Rent	95,218.57	135,982.21	231,200.78	180,000.00	51,200.78	28.44%	87,018.00	180,000.00	318,218.78	360,000.00	(41,781.22)	-11.61%	10	
Professional fees	18,103.96	28,455.00	46,558.96	10,002.00	36,556.96	365.50%	-	9,998.00	46,558.96	20,000.00	26,558.96	132.79%	11	
<b>Total Central Costs</b>	<b>325,220.00</b>	<b>411,991.63</b>	<b>737,211.64</b>	<b>557,998.00</b>	<b>179,213.64</b>	<b>32.12%</b>	<b>394,018.00</b>	<b>559,002.00</b>	<b>1,131,229.64</b>	<b>1,117,000.00</b>	<b>14,229.64</b>	<b>1.27%</b>		
<b>Revenue programme</b>														
Resource London	(23,767.69)	(69,144.99)	(92,912.68)	(19,998.00)	(72,914.68)	364.61%	(20,000.00)	(20,002.00)	(112,912.68)	(40,000.00)	(72,912.68)	182.28%	12	
Accreditation service	-	-	-	(4,998.00)	4,998.00	-100.00%	-	(5,002.00)	0.00	(10,000.00)	10,000.00	-100.00%	12	
Training	-	-	-	(4,998.00)	4,998.00	-100.00%	-	(5,002.00)	0.00	(10,000.00)	10,000.00	-100.00%	12	
Fundraising	(49,824.37)	(26,426.00)	(76,250.37)	(12,498.00)	(63,752.37)	510.10%	-	(12,502.00)	(76,250.37)	(25,000.00)	(51,250.37)	205.00%	12	
Sponsorship	(6,000.00)	-	(6,000.00)	(4,998.00)	(1,002.00)	20.05%	(32,000.00)	(5,002.00)	(38,000.00)	(10,000.00)	(28,000.00)	280.00%	12	
Other income	(51,979.71)	(60,417.39)	(112,397.10)	-	(112,397.10)	100.00%	-	-	(112,397.10)	-	(112,397.10)	100.00%	12	
<b>Total Revenue programme</b>	<b>(131,571.77)</b>	<b>(155,988.38)</b>	<b>(287,560.15)</b>	<b>(47,490.00)</b>	<b>(240,070.15)</b>	<b>505.52%</b>	<b>(52,000.00)</b>	<b>(47,510.00)</b>	<b>(339,560.15)</b>	<b>(95,000.00)</b>	<b>(244,560.15)</b>	<b>257.43%</b>		
<b>NET PROGRAMME EXPENDITURE</b>	<b>847,108.03</b>	<b>818,316.19</b>	<b>1,665,424.22</b>	<b>1,578,824.00</b>	<b>86,600.22</b>	<b>5.49%</b>	<b>1,754,876.00</b>	<b>2,175,176.00</b>	<b>3,420,300.22</b>	<b>3,754,000.00</b>	<b>(333,699.78)</b>	<b>-8.89%</b>		
<b>Investments</b>														
Investment income	(11,353.88)	(11,113.59)	(22,467.47)	-	(22,467.47)	100.00%	(22,400.00)	-	(44,867.47)	-	(44,867.47)	100.00%	13	
Investment expenditure	-	-	-	1,107,000.00	(1,107,000.00)	-100.00%	-	1,107,000.00	-	2,214,000.00	(2,214,000.00)	-100.00%	14	
<b>Total Investments</b>	<b>(11,353.88)</b>	<b>(11,113.59)</b>	<b>(22,467.47)</b>	<b>1,107,000.00</b>	<b>(1,129,467.47)</b>	<b>-102.03%</b>	<b>(22,400.00)</b>	<b>1,107,000.00</b>	<b>(44,867.47)</b>	<b>2,214,000.00</b>	<b>(2,258,867.47)</b>	<b>-102.03%</b>		
<b>LWARB NET SPENT</b>	<b>835,754.15</b>	<b>807,202.60</b>	<b>1,642,956.75</b>	<b>2,685,824.00</b>	<b>(1,042,867.25)</b>	<b>-38.83%</b>	<b>1,732,476.00</b>	<b>3,282,176.00</b>	<b>3,375,432.75</b>	<b>5,968,000.00</b>	<b>(2,592,567.25)</b>	<b>-43.44%</b>		

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

### **Preamble**

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

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

This Scheme of Delegated Authority was adopted by the Board on ~~30 September~~25 November 2021 and supersedes all previous versions.

### **Policy**

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

### **Staffing and Remuneration**

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

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

### **Budgets**

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

### **Virements**

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

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

## **Funding Agreements**

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

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

## **Approval of Expenditure**

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

## **Further Delegations**

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

## HR and Staffing

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

### Programme activities

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

**Central costs**

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

**Further delegations (as agreed internally)**

From	To	Limit	Note
Head of Programme (Local Authority Support)	Senior Advisors	10,000	Programme costs
Head of Programme (Resource London)/Head of Communications & Behaviour Change	Communications and Campaign Leads	1,000	Programme or corporate costs
Head of Programme (Business Transformation & Sector Support)	Senior Advisors	10,000	Programme costs
Head of Programme (Business Transformation & Sector Support)	Advance London Business Advice Manager	25,000	Advance London Programme costs
Head of Programme (Business Transformation & Sector Support)	Advance London Project Manager	5,000	Programme costs
Head of Programme (Business Transformation & Sector Support)	Project Manager – Built Environment	10,000	Programme costs

**Bank Mandates**

**Approvals required by signatories**

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