

24/03/22 - 2

Business Plan, Budget, and Delivery Plan

Board paper title	Paper 24/03/22 - 2
Business Plan and Budget	
Report by	Wayne Hubbard
Job Title	Chief Executive Officer
Date of decision	Board Meeting 24 March 2022

Summary

This report presents a Delivery Plan and Budget for the 2022/23 financial year for Board approval.

Recommendations

The Board is recommended to

- Note that no amendments are proposed to the 2020-25 Business Plan, which remains the ReLondon Business Plan for the period 2022-23 (Appendix 1).
- Approve the proposed 2022-23 Budget (Appendix 2)
- Approve the proposed 2022-23 Delivery Plan (Appendix 3)

Risk Management

Risk	Action to mitigate risk
Insufficient funds to allow for ReLondon to deliver against its statutory objectives	This budget is more prudent in expenditure and income forecasts and will be revised to ensure that, as far as possible, ReLondon is living within its means

Implications

Legal

The London Waste and Recycling Board Order (2008) requires the Board to publish by 31st March each year, a document setting out how it will meet its objectives in the coming 12 months. The ReLondon Business Plan satisfies this requirement.

Financial

See risks

Equalities

None

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Business Plan, Budget, and Delivery Plan

Why the paper is being presented

This paper is presented to seek Board approval for the Business Plan, budget and Delivery Plan for 2022-23

Report

ReLondon's business plan 2020 – 2025 (see Appendix 1) states that:

"Over the business plan period we will need to diversify our income base. At the end of the business plan period we are aiming to have a budget where our total cash bank balance plus estimated income over the period is all used. However, by 2025 we should have assets of between £9 million - £20 million in the Greater London Investment Fund and Circularity Capital.

We will supplement income by pursuing a commercialisation strategy and we will also actively seek out public and private funding to amplify our programme activities. A full-time fundraiser will be employed to develop a fundraising strategy and help attract a broader range of public sector funds as well as seek corporate and private trust funding.

LWARB will work with the Mayor of London and London Councils to continue to pursue funding opportunities with government."

The effect of the COVID pandemic and other external factors such as access to EU funding post-Brexit; delay and uncertainty around Extended Producer Responsibility (EPR) implementation; lower return on investments than forecast; and returns on our biggest investment (through the Greater London Investment Fund - GLIF) not being expected until after 2028, and the effect of higher than planned inflation and national insurance rises, mean that we need to be prudent in planning our budget, and that additional public funding will be necessary if we are to continue to deliver against our statutory objectives to increase recycling and reduce waste in London.

We are therefore reprofiling our budget and developing a 5 year rolling budget to assess funding gaps that exist. The draft budget for this year and is shown in Appendix 2, and is sufficient to deliver the Delivery Plan at Appendix 3.

We have adopted a somewhat prudent approach to the budget. We will review the budget continuously.

The 2022-23 budget shown at Appendix 2 has been reviewed by the Audit Committee, which has recommended to the Board that it be approved. This budget supersedes the budget shown at page 14 of the Business Plan. A new project dashboard is being developed which will be used to monitor and present progress of the delivery plan for 2022-23.

Further information

Appendix 1: 2020-25 Business Plan
Appendix 2: 2022-23 Budget
Appendix 3: 2022-23 Delivery Plan



Business plan **2020-2025**



The London Waste and Recycling Board puts the reduction of consumption-based emissions of CO₂e at its core, enabling an accelerated and just transition to a circular economy and placing a renewed emphasis on reducing waste and increasing recycling.

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1. FOREWORD

This Business Plan is being published at a critical time.

We are living through a climate emergency, and the actions we take now will have a fundamental impact upon us and future generations. The science of climate change is well understood, as is the global consensus that action is needed.

The London Waste and Recycling Board's (LWARB) new Business Plan aims to make sure that the role that consumption plays in contributing CO₂e emissions will be considered in all LWARB's activities. It will provide local authorities and citizens with a narrative that explains why the actions that they take to reduce and recycle waste – either through conscious efforts or through using new circular economy business models like renting, sharing, or repairing - will help reduce London's contribution to dangerous climate change.

LWARB was established 12 years ago. Since then it has helped to provide additional recycling capacity in London; helped boroughs provide efficient waste services; and, against a backdrop of declining recycling rates nationally, helped London maintain its recycling performance. Over the last five years, LWARB has become recognised as a world leader in circular economy thinking and practice. The support it offers London business means that London is considered by many to be the world's circular economy business capital, with a large and diverse range of startups and SMEs delivering circular services: from lending drills to sharing excess food waste; and from renting clothes to replacing single use plastic with seaweed alternatives.

LWARB aims to save
126,000
tonnes of CO₂e
a year by 2025

Over the next business plan period LWARB will actively develop a series of its own commercial services, providing expert help and advice to London's local authorities and businesses. The income from these services will be recycled back into the organisation to allow it to keep innovating and providing support to local authorities as part of its core activities. In this way, by 2025, LWARB expects to have a broad funding base to deliver sustained support and leadership in the capital and beyond.

I cannot stress enough the important role that collaboration will play in the success of this Business Plan. LWARB works with a multitude of individuals and organisations in London, across the UK and around the world and we will need to continue this collaborative approach to achieve the impact we set out in this plan.

Above all, LWARB will aim to show impact. We hope that our programmes can save 126,000 tonnes of CO₂e a year by 2025 and contribute 15% of the additional recycling needed to be on track for London's recycling target of 65% by 2030. Overhauling the way we think about and manage waste has the potential to reduce our greenhouse gas emissions by almost 3.5 million tonnes a year in 2050 and this plan will help put London firmly on the path towards that goal.

There is no time to waste: there is no time for waste!

Dr Liz Goodwin OBE
Chair
London Waste and Recycling Board

London could save
3.5 million
tonnes
of greenhouse gas emissions
a year in 2050

2. STATUTORY CONTEXT

The London Waste and Recycling Board (LWARB) was established under the Greater London Authority Act 2007. The Act sets out LWARB's objectives, which are to promote and encourage, so far as relating to Greater London:

The production of less waste

An increase in the proportion of waste that is re-used or recycled

The use of methods of collection, treatment and disposal of waste that are more beneficial to the environment

In meeting its objectives, LWARB must act in accordance with the provisions of the London Environment Strategy dealing with municipal waste management and act in general conformity with the London Plan so far as relating to the collection, treatment and disposal of waste.

LWARB is required to produce a plan by 31st March each year, setting out its priorities for the coming year.



3. IMPACT

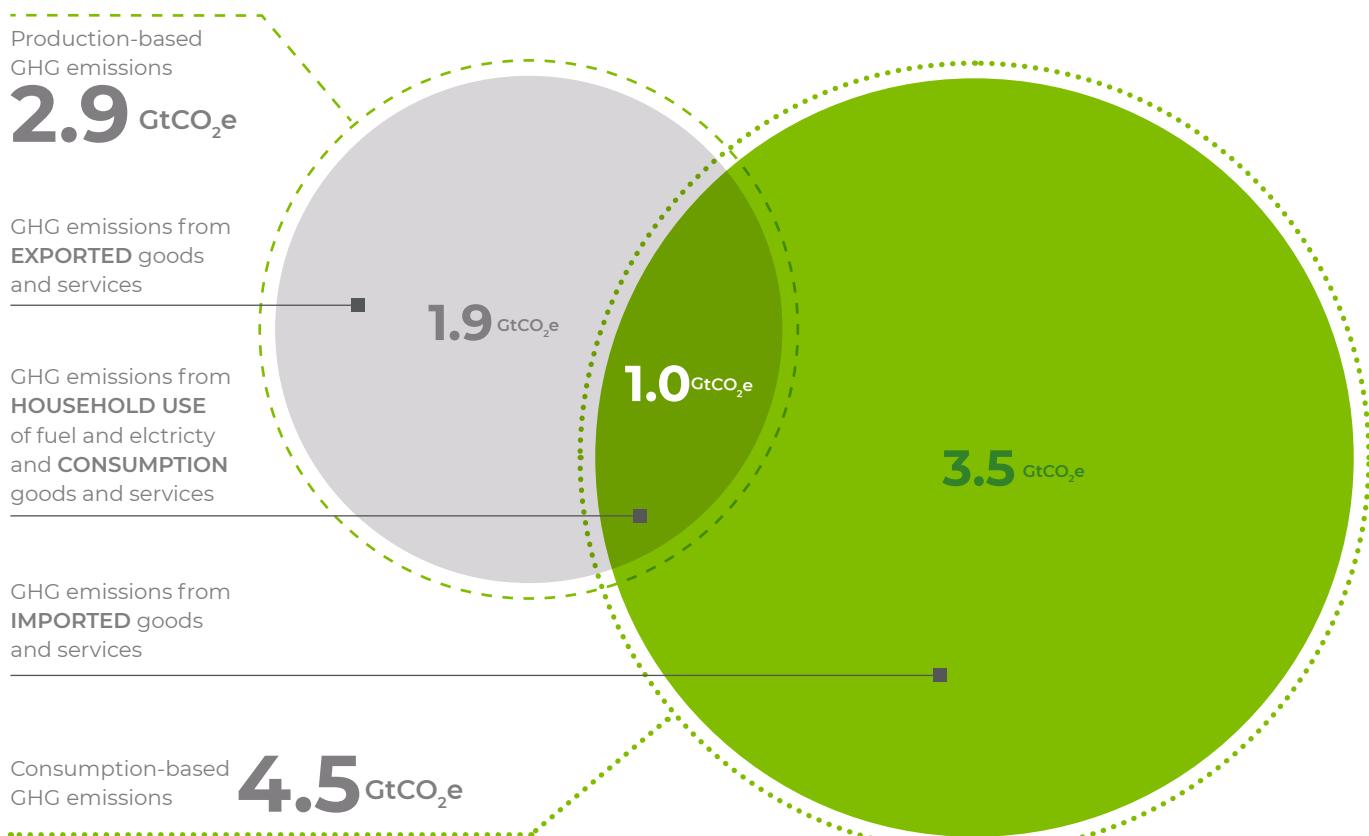
We are living through a climate emergency.

LWARB's business plan for 2020 – 2025 places the reduction of London's consumption-based emissions of CO₂e at its core – aiming to reduce them by identifying leverage points that will enable an accelerated and just transition to a circular economy. To reduce consumption-based emissions, LWARB will place a renewed emphasis on activities that reduce waste and increase recycling.

It is widely acknowledged that the agreed upper limit for increased global temperature that will allow for a climate safe future is 1.5°C. The C40, in the recent report, The Future of Urban Consumption in a 1.5°C World, has

set out a pathway for cities to contribute to achieving this and that identifies the importance of accounting for consumption-based emissions. Figure 1 below shows that total estimated consumption-based emissions for the 94 member C40 cities is 4.5 GtCO₂e, whilst those associated with traditional territorial accounting (i.e. those that occur within the boundary of the city, region or country) are 2.9 GtCO₂e. The report argues that the average per capita impact of urban consumption must decrease by 50% by 2030 and 80% by 2050.¹ Currently Londoners are responsible for an estimated 12 tonnes of consumption-based CO₂e emissions per person per year² and so by 2030 this must fall to around 6 tonnes per person and by 2050 to around 2.5 tonnes.

Figure 1: Consumption-based emissions versus territorial emissions for C40 cities

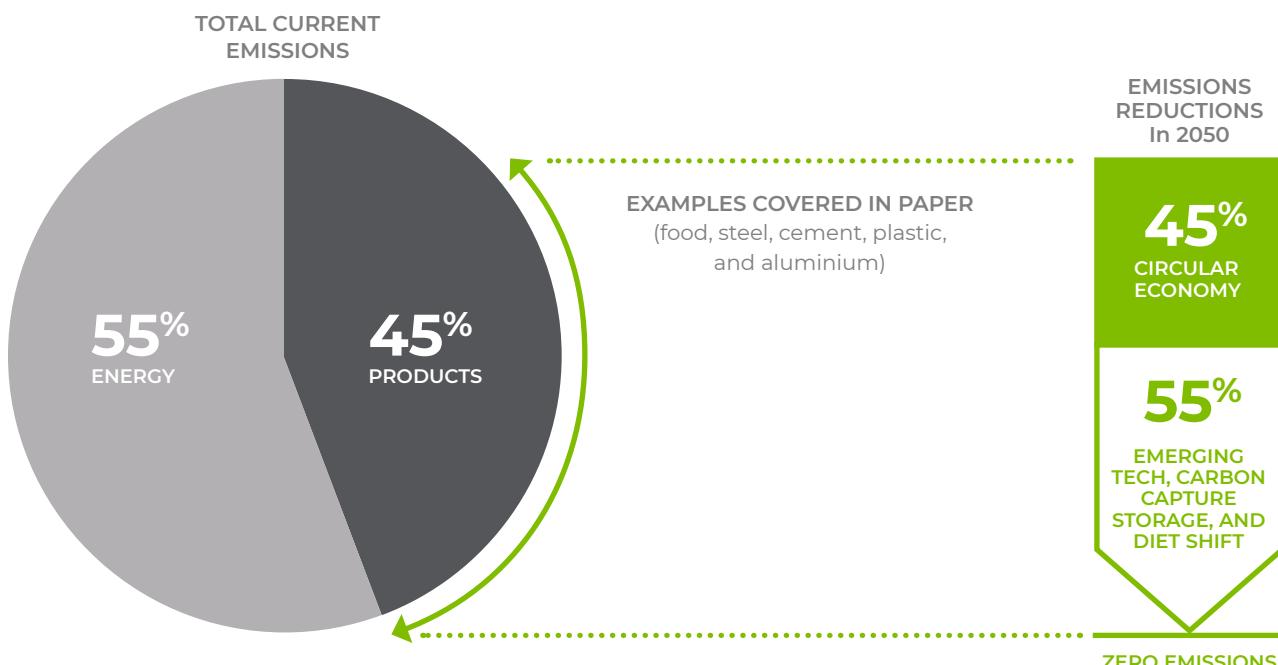


¹ C40 Cities, The Future of Urban Consumption in a 1.5°C World, p17

² Greater London Authority, London's consumption based greenhouse gas emissions 2001 - 2016 [online], 5 March 2020 <https://data.london.gov.uk/dataset/london-s-consumption-based-greenhouse-gas-emissions-2001-2016>

The Ellen MacArthur Foundation³ has also recently published a report showing that 45% of global CO₂e emissions arise from the management of land and the production of goods (in particular the production of cement, steel, plastic and aluminium). These emissions are harder to abate and will instead require a combination of circular economy business models, to reduce production of new materials and increase recycling, and emerging technology to rapidly decarbonise production.

Figure 2: 45% of CO₂e emissions are from products and agriculture



In addition to recycling, circular economy business models offer a set of tools and resources to citizens and businesses in London enabling reduced demand for virgin resources by avoiding the need for new goods. This is achieved by sharing (and using underutilised capacity), leasing and subscribing to services rather than buying goods, and buying things that are designed to be durable, re-usable, repairable or recyclable.

The Mayor and most of London's boroughs have declared a climate emergency and they are committed to increasing their efforts to reduce emissions through their own actions and influencing the actions of others. London is already a leader in the field of carbon and waste. It has introduced carbon accounting through an Emissions Performance Standard.

LWARB's aim is to be the partner of choice for boroughs and businesses that want to reduce waste and increase recycling through the adoption of circular economy principles, and to help citizens embrace these new consumption models.

³ Ellen MacArthur Foundation, Completing the Picture: How the Circular Economy Tackles Climate Change (2019) www.ellenmacarthurfoundation.org/publications

4. EXECUTIVE SUMMARY

The goal of the Business Plan is to set out an ambitious programme of activities consistent with the urgent need for climate action.

This Business Plan is an important document for LWARB. It sets out a series of activities designed to reduce the amount of waste London produces and to recycle more of what remains. These actions are part of a theory of change designed to reduce London's consumption-based emissions, to help address the climate emergency by contributing to capping global temperature rises at 1.5°C.

LWARB's priority is to reduce London's consumption-based CO₂e emissions by focusing

on reducing waste and increasing recycling – it will conduct an analysis on London's materials' inventory to identify leverage points in focus areas⁴. Following the analysis, future LWARB Delivery Plans will be reviewed and revised for Board approval.

The Business Plan will enable LWARB to become a more financially sustainable organisation by adopting a more commercial approach. It sets out changes to the way support is delivered through a combination of paid-for and free services. It also sets out the additional resources needed to become more commercial and provides a budget to deliver our programme over five years.



⁴ Food, textiles, plastics, electricals, built environment

The Business Plan will be kept under review to understand if targets are being met and we will revise and take any necessary action to change course if required. In any event there will be a formal assessment of progress to the Board – reviewed at the end of year 2 – with appropriate recalibration depending on the success of funding and commercialisation.

In developing the Business Plan, particular emphasis has been placed on objectives in the Mayor of London's Environment Strategy to 'significantly reduce waste'⁵, 'maximise recycling rates'⁶ and for London to be a global leader in the transition to a low carbon circular economy.⁷ LWARB has had extensive consultation discussions with London Councils, elected members, borough officer groups (in particular LEDNET and its cluster sub-groups) and has given great consideration to the LEDNET-TEC joint position paper on waste⁸. It has consulted with WRAP and worked closely with the GLA respecting the statutory role of the London Environment Strategy and London Plan. LWARB will continue to work closely with our partners to make best use of the total GLA, borough and LWARB resource pool available – so that we amplify good work that already exists and fill gaps between us where they are identified.



This Business Plan builds upon and complements existing Mayoral policy priorities, relating to job creation, place making and health and equality.

The Business Plan has the following principles:

- All LWARB's core activities will support waste reduction and recycling in London. Commercial activities will have no geographical boundary;
- LWARB's primary (but not exclusive) focus is municipal waste;
- Support for London boroughs will be delivered to implement their Reduction and Recycling Plans (RRPs);
- LWARB's two programmes, Resource London and Circular London, will closely integrate to leverage each other and deliver enhanced benefits for London's citizens and businesses;
- LWARB will broaden its funding base by seeking grant support from public sources, as well as seeking out opportunities to leverage private funding (trusts, philanthropy, corporate);
- LWARB is developing a suite of commercial ventures delivered through a commercial company – LWARB Circular Solutions. Commercial services will not detract from borough support activity but will ideally complement the acceleration of the development of a circular economy in London;
- LWARB will continue to offer free support to London's boroughs but this will be supplemented by an "at cost" service contribution for support in certain areas (detailed in the Delivery Plan due to be published in April 2020).

⁵ The Mayor of London, London Environment Strategy, Objective 7.1

⁶ Ibid, Objective 7.2

⁷ Ibid, Chapter 10

⁸ www.londoncouncils.gov.uk/our-key-themes/environment/london-environment-directors-network/tec-lednet-joint-statement

5. FOCUS AREAS

LWARB has identified five focus areas in its Circular Economy Route Map⁹: food, plastics, electronics and electrical equipment, textiles and the built environment. We will continue to invest in identifying and funding activities that can reduce waste and increase recycling in these areas and accelerate a transition to a circular economy. We will place an emphasis on activities relating to municipal waste¹⁰, and in particular food. Food is both a significant contributor to London's consumption-based emissions, and a large component of the municipal waste stream. Likewise, plastics and textiles have high "carbon footprints" and are material contributors to London's municipal waste.

Actions around the built environment will be largely undertaken through the CIRCUIT programme. Other activities will be developed to support the delivery of Circular Economy Statements under the London Plan.

We will support actions around repair and refurbishment of electrical items.

Table 1 below shows the consumption-based emissions (CBEs) (where known) for each LWARB focus area-related material stream as it comes into London. It also shows estimated waste material leaving London after use.

Table 1: LWARB focus areas

	Materials into London Estimated consumption-based emissions (000 tonnes) CO ₂ e	MATERIAL USE	Waste (000 tonnes)
Built environment	12,100		9,532
Food	14,300		1,696
Plastics	Not known		846
Textiles	4,400		227
Electrical items	3,300		33
Total	34,100		12,334

The focus areas account for around half of London's municipal waste, but 80% of London's total waste (including construction, demolition and excavation waste (CDEW)). They account for 30% of London's total consumption-based emissions.¹¹

⁹ LWARB, Circular Economy Route Map, 2017

¹⁰ Municipal waste is household or similar and usually arises in households, shops, offices, restaurants and hotels.

¹¹ GLA – awaiting publication reference Greater London Authority, London's consumption based greenhouse gas emissions 2001 - 2016 [online], 5 March 2020 <https://data.london.gov.uk/dataset/london-s-consumption-based-greenhouse-gas-emissions-2001-2016>

6. OBJECTIVES AND OUTCOMES

LWARB's objectives are to reduce waste and increase recycling. This will in turn reduce London's consumption-based emissions contributing to the global ambition to keep temperature rises to 1.5°C.

Table 2 below shows the outcomes we aim to achieve over the course of the business plan period, as well as the contribution we hope that LWARB activities could have. For context the table shows the additional recycling and reduction required under the modelling for the London Environment Strategy (LES). Table 3 shows the estimated emissions reduction associated with LWARB activities.

LWARB has enabled London to become a centre of circular economy business activity. Building upon this success we hope that the promotion and growth of London's low carbon circular economy will have a material effect in significantly reducing the total amount of waste and increasing recycling. A report for LWARB

by Arup¹² indicated that the circular economy could lead to around a 60% reduction in total waste (including construction, demolition and excavation waste), and further work will be undertaken to understand the contribution that an increase in circular economy business models can make to waste arising and recycling in London.

LWARB aims to conduct additional research that will estimate the mass of materials flowing through London and their associated carbon footprint. This data should provide more sectoral detail on London's contribution to consumption-based emissions, and the role that circular economy business models can have on reducing them. We will use this information to fine tune future LWARB delivery plans and to concentrate activities on those focus areas where we believe we can have the greatest impact. We will include our partners in this research and will aim to publish the results later in 2020.



¹² Arup, Report for LWARB, The Circular Economy Effects of Waste Production in London: Impact Assessment Report, June 2017 www.lwarb.gov.uk/news-meetings/reports/

Table 2: Estimated waste reduction and recycling outcomes from LWARB activities

LWARB activities (000 tonnes)					Reduction and recycling needed under LES modelling scenario (000 tonnes)		
2025		Cumulative 2020-25		2025			
	Reduction	Recycling	Reduction	Recycling	Reduction	Total recycling	Tonnes of new material (in total recycling)
Food	43	139	115	355	297	344	187
Textiles	7	2	20	5	8	29	5
Plastic	3	17	7	44	29	251	62
Electrical	0	<1	0	<1	2	37	5
CDE	3	1	13	3	1,312	8,725	808

Table 3: CO₂e emissions reduction outcomes

LWARB activities CO ₂ e savings (000 tonnes)		
	2025	Cumulative 2020-25
Food	58	146
Textiles	36	114
Plastic	30	79
Electrical	<1	2
CDE	Not calculated	Not calculated

7. DELIVERY PROGRAMMES

LWARB has two programmes, Resource London and Circular London. Each programme delivers activities and projects. In order to achieve our desired outcomes, close integration is required between these programmes. While they are described here as separate programmes, operationally there will be a significant overlap, with staff resources allocated according to activity rather than in strict programme silos. The two programmes are described broadly below. A more detailed programme delivery plan will be published annually.

Resource London

Resource London is LWARB's programme for London's local authorities. The programme works with London's waste authorities to reduce the amount of waste London produces and to recycle more of what remains. There will be an emphasis on activities that reduce waste or increase the recycling of food, plastics and textiles. These areas represent the largest contributors to the municipal waste stream as well as significant consumption-based emissions. Across these activities, the programme will deliver:

- **Advice and support:** Supporting the delivery of excellent local authority services remains the core of the Resource London programme. Support for all authorities on service change and service improvement will be guided by actions identified in borough Reduction and Recycling Plans (RRPs) and informed by the knowledge and intelligence we develop through our research projects. In recognition of their strategic importance, actions that increase flats and food waste recycling and tackle contamination will be a particular priority. Resource London will also continue to support boroughs and businesses (including business partnerships and Business Improvement Districts) to improve London's commercial waste recycling provision and reduce waste production.



Support will be provided through a mixture of free, cost recovery and cost-plus services.

- Good practice support will be provided to all authorities at no cost to them. This includes service, communications and behaviour change support based on our extensive knowledge and resources developed through our research projects.
- If authorities want to deliver projects that require detailed borough specific support requiring significant additional input from Resource London, this support will be charged at cost.
- Where support is provided to businesses or where it is provided to boroughs for commercial services that generate an income, Resource London may charge at cost-plus rates.

- **Research, innovation and demonstration (London Lab):** Projects will be supported that develop expertise and provide innovation to waste authorities, including flats recycling, quality of material, hard to reach audience groups, and demonstration of circular economy solutions. Projects will develop good practice that supports the implementation of the London Environment Strategy and helps boroughs to deliver their Reduction and Recycling Plans (RRPs).
- **Behaviour change:** Funding will be provided to continue delivery of London Recycles, #LoveNotLandfill, and activity on sustainable food behaviours for the coming three years; this is to bridge the gap between 2020 and 2023, in anticipation of new funding expected with the introduction of Extended Producer Responsibility in 2023.

- **Capacity building and upskilling:** The outputs of Resource London's research, innovation and demonstration work will be shared with all waste authorities through reports, workshops, webinars, dissemination events, toolkits and subject-specific surgeries. In addition, boroughs have asked for support to help them embrace circular economy business models. LWARB will work through both Circular and Resource London to help boroughs realise circular economy opportunities and develop sector skills. This will be delivered through a new training academy to be launched in 2020. Support will be delivered through a mix of free and paid for content.

Resource London was previously delivered as a partnership between LWARB and WRAP. The intention is to continue a relationship with WRAP in the next business plan period, but it will need to be reviewed in the light of the new government's emerging priorities and funding envelope.



Circular London

Circular London's objective is to accelerate the development of a circular economy in London by promoting circular economy principles and supporting the public sector, SMEs and corporates to transition to, develop and implement circular economy business models. Working closely with Resource London, it will develop and increase knowledge through awareness building, research and analysis.

Subject to a regular assessment of demand and impact, the programme's focus will be:

- **Circular projects:** Over the business plan period Circular London will place particular emphasis on supporting and delivering projects that i) contribute to increase London's municipal waste recycling rate or to reducing municipal waste and ii) prioritise food, textiles or plastic packaging.
- **CIRCUIT:** This is a fully funded EU Horizon 2020 partnership programme in which London, along with Copenhagen, Hamburg and Helsinki's region of Vantaa, are joined in a partnership to pilot smart, eco-friendly, regenerative, and circular practices in the built environment. The London partners, led by LWARB as the City Cluster Coordinator, will run nine demonstration projects which apply circular principles to buildings. The overall aim of the programme is to increase the city's regenerative capacity by reducing the yearly consumption of virgin raw material by 20% in new built environments and showing cost savings of 15%.
- **Circular economy directory:** A directory of circular economy products and services will be developed and promoted to London's citizens and businesses – providing them with tools and resources to help them reduce resource use and recycle more waste. We hope to work closely with London boroughs and the GLA to develop and promote the directory.
- **Circular Economy Week:** Following two successful weeks in 2018 and 2019, we will be expanding CE week to incorporate more cities and activities and include some eye-catching announcements. We will be looking for sponsors and partners for future weeks to build the circular economy community in London and the UK.
- **Capacity building:** Circular economy modules will be developed and delivered through the training academy mentioned earlier, to complement those recycling and waste management modules created by Resource London. The Academy will provide low cost, professional training to borough officers and we will look to extend this commercially to other municipalities and to businesses. It will be delivered in the first instance through a training partner. We will invest our funds in designing the programme, developing the content and getting the programme up and running.
- **Research:** In order to continue to operate the most effective and cutting-edge programmes and maintain our position as thought leaders, we need to conduct world leading research. We will design a programme of research that we can undertake with leading research organisations. We will announce the results of the research at major events to build our profile and promote London.
- **Corporate engagement:** We will take a more focused approach to corporate engagement. A small budget will facilitate our relationship building and serve as a basis for business development of our commercial propositions, learning from organisations that are at the forefront of the circular economy and creating champions for our work.
- **Advance London:** We will continue to support SMEs that are circular and those that wish to transition to a circular business model. We expect that Advance London businesses will create a pipeline for investment that is supported by our investment in the Greater London Investment Fund and Circularity Capital.

Commercialisation

LWARB needs to become more commercial in order to be a financially sustainable organisation. Acting commercially allows LWARB to provide services to businesses and organisations both inside and outside London – helping to accelerate the development of the circular economy more widely.

Commercial work will not interfere with the delivery of the programmes and LWARB's core objectives. Indeed, acting commercially will enable a better delivery of LWARB's objectives, for example by helping to fund free-to-use services to boroughs and investing in research and innovation that will benefit London as a whole.

LWARB has identified a list of areas where we believe we can provide commercial services, and these include consultancy services, accreditation services, a training academy, a circular economy products and services directory for residents and businesses, and a shared workspace.



8. FUNDING & FINANCIAL PLAN

LWARB is budgeting for the period 1 April 2020 – 31 March 2025. The total amount of LWARB budget available for this period is £19.4 million, comprising carry forward of unspent funds, released commitments and recovered funds from previously invested projects, and repayments of interest and principal from loans. Together with external funding from the EU and the private sector, this provides a gross expenditure of circa £21 million.

Over the business plan period we will need to diversify our income base. At the end of the business plan period we are aiming to have a budget where our total cash bank balance plus estimated income over the period is all used. However, by 2025 we should have assets of between £9 million - £20 million in the Greater London Investment Fund and Circularity Capital.

We will supplement income by pursuing a commercialisation strategy and we will also actively seek out public and private funding to amplify our programme activities. A full-time fundraiser will be employed to develop a fundraising strategy and help attract a broader range of public sector funds as well as seek corporate and private trust funding.

LWARB will work with the Mayor of London and London Councils to continue to pursue funding opportunities with government.

Allocation of funds

Table 4 below breaks down the proposed budget for 2020-2025, excluding commitments from external partners.

Table 4: LWARB budget

Budget 2020 - 2025 (£000's)	2020/21	2021/22	2022/23	2023/24	2024/25
Resource London programme	1,683	1,644	1,596	1,356	1,367
Circular Economy programme	812	812	767	627	626
Revenue programme	- 70	- 153	- 260	- 383	- 495
Net programme expenditure	3,958	3,747	3,593	3,124	3,045
Net investment expenditure	2,405	- 426	1,108	- 878	- 279
LWARB net budget spend	6,363	3,321	4,701	2,246	2,766



Appendix 2 – Draft Budget 2022/3

	2022/23
	£(000s)
Local Authority Support	
Staff	455
Research, innovation & development	160
Behaviour Change Campaigns	230
Focus area projects	60
Capacity building	30
Circular directory	50
Service support	150
Sub-total	1,135
Business Transformation and Sector Support	
Staff	397
CE Week	40
Commercialisation	20
Circuit Staff	149
Circuit Project expenditure	195
Circuit Funding	- 344
GND Staff	-
GND Project expenditure	3
GND Funding	-
ISLINGTON Staff	21
ISLINGTON Project expenditure	-
ISLINGTON Funding	- 21
ERDF Staff	462
ERDF Project Expenditure	138
EDRF Funding	- 300
Sub-total	760
Central Costs	
Staff and board (Central)	662
Staff (comms and marketing)	350
Office expenses	35
Other overheads	150
Office Rent	186
Professional fees	21
Marketing & communications	70
Training	50
Sub-total	1,524
Commercial Income (projection)	- 165
Investment Income (projection)	- 753
Sub-total	- 918
Net Expenditure	2,501

ReLondon

**Delivery plan
2022 – 2023**



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Delivery plan 2022-23

Introduction

ReLondon (the London Waste and Recycling Board) was established under the Greater London Authority Act 2007. The Act sets out ReLondon's legal objectives, which are to promote and encourage, so far as relating to Greater London:

- The production of less waste
- An increase in the proportion of waste that is re-used or recycled
- The use of methods of collection, treatment and disposal of waste that are more beneficial to the environment

In meeting its objectives, LWARB must act in accordance with the provisions of the **London Environment Strategy** (LES) dealing with municipal waste management and act in general conformity with provisions of the **London Plan** that relate to collection, treatment and disposal of waste.

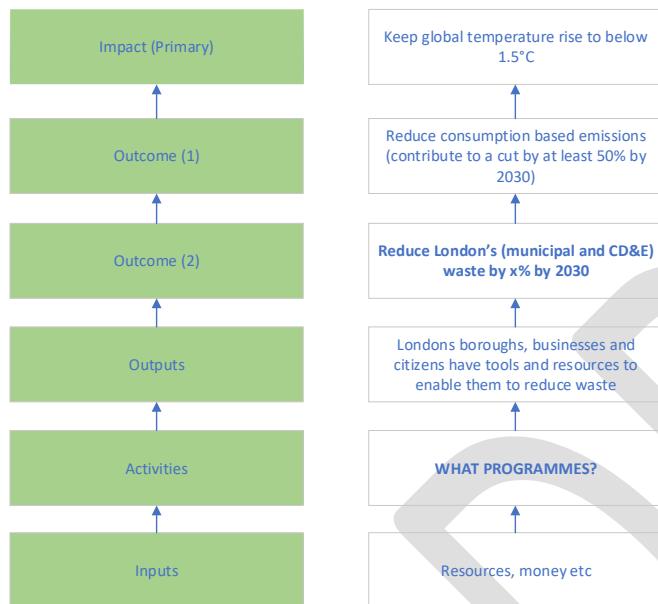
ReLondon is required to produce a plan by 31st March each year, setting out its priorities for the coming year.

ReLondon is required to produce a plan by 31st March each year, setting out its priorities for the coming year.

ReLondon's overarching priorities are set out in the 2020-25 Business Plan. This document sets out ReLondon's delivery plan for 2022-23 and should be read as complimentary to the Business Plan. It has been designed to continue to better reflect pandemic working realities and tries to address and focus upon issues around the climate emergency, green recovery, cost of living and the part that ReLondon and the circular economy can play in addressing these.

Theory of change

ReLondon's business plan refers to the following theory of change.



Funding context

ReLondon's business plan (2020 - 2025) states that:

"Over the business plan period we will need to diversify our income base. At the end of the business plan period we are aiming to have a budget where our total cash bank balance plus estimated income over the period is all used. However, by 2025 we should have assets of between £9 million - £20 million in the Greater London Investment Fund and Circularity Capital.

We will supplement income by pursuing a commercialisation strategy and we will also actively seek out public and private funding to amplify our programme activities. A full-time fundraiser will be employed to develop a fundraising strategy and help attract a broader range of public sector funds as well as seek corporate and private trust funding.

LWARB will work with the Mayor of London and London Councils to continue to pursue funding opportunities with government."

The effect of the COVID pandemic and other external factors such as access to EU funding post-Brexit; delay and uncertainty around Extended Producer Responsibility (EPR) implementation; lower return on investments than forecast; and returns on our biggest investment (through the Greater London Investment Fund - GLIF) not being expected until after 2028, mean that we need to be prudent in planning our budget, and that additional public funding will be necessary if we are to continue to deliver against our statutory objectives to increase recycling and reduce waste in London.

We have therefore reprofiled our budget and developed a 5 year rolling budget to assess funding gaps that exist.

This delivery plan is therefore part of a plan to:

- Refocus: Refocus our time and budget towards activities that clearly support us securing more external funding, support our commercial development or support key expectations of our stakeholders;
- Bet on our staff: Maintain our current staff to keep the internal expertise and build on that expertise in order to provide more direct support to boroughs and to accelerate our commercial and fundraising capability development;

- Spend money wisely: Spend less budget to deliver research and innovation-type projects that don't directly support our commercial development or leverage the budget we put towards those projects to get external match-funding.

Corporately this means that we will work on the following key areas:

- Long-term strategy: Appointment of *CircledUp* to support us in drafting a 2030 route map towards financial sustainability;
- Financial support: Appointment of external finance advisors to support and develop the necessary monitoring and reporting tools to support our transition towards financial sustainability;
- Commercial development: Following the appointment of a new commercial manager in January and recent work with an external consultant we will continue to professionalise and improve our consultancy offer;
- Fundraising: Ongoing work of a consultant that supports us in lobbying for part of the EPR funding; continuing discussions with government; and new Director of Governance and Operations to help lead this area;
- Contemporise and review our employee value proposition following a review carried out by an external HR specialist.

Programme narrative

There continues to be an overriding emphasis on providing help and support to boroughs and businesses in London to reduce waste and increase recycling.

In this delivery plan particular emphasis is being placed on:

- Supporting Reduction and Recycling Plan (RRP) development, with more time from our staff on direct engagement with boroughs through surgeries and workshops;
- Supporting the One World Living programme (and other relevant London Councils' climate programme workstreams), with coordination time from our staff to support the actions and to help fundraise; with some direct support coming from our funded activities or commercial activities (business transformation programme, circular economy matchmaker, training academy, ultra-low

waste neighbourhood, textiles materials flow analysis); and with a small pot of extra funding to leverage external funding to deliver the rest of the actions;

- Specific focus on the food sector, with the development and implementation of a food action plan with the Mayor and working closely with boroughs through the One World Living programme.

ReLondon will continue to work closely with the Greater London Authority (GLA) and London Councils to coordinate work streams, ensuring there is no duplication of work and that all stakeholders' efforts reinforce each other's.

Our approach will however be flexible to allow us to respond should the national or global landscape change as was the case in 2020-21 in response to the COVID pandemic.

The table below outlines our approach to delivering the business plan, and this delivery plan includes a section that shows how the activities link to the business plan targets and outcomes.

Focus areas	Food	Plastics	Textiles	Built environment	Electricals				
Activities and outputs	ADVOCATE Research, analytics and policy								
	EMPOWER Pilots and demonstration								
	ENCOURAGE Advice, support, behaviour change, brokerage and capacity building								
Delivery areas	Local authority support	Communications and behaviour change		Business and sector support					
Delivery area objectives	Support London's waste authorities (and in the main part London's boroughs) to reduce consumption-based emissions through the adoption of circular economy actions designed to reduce waste and to recycle more of what remains	Advocate for change and inspire action amongst London's citizens, businesses and boroughs through effective campaigns, events and engaging communications		Accelerate the development of a circular economy in London by promoting circular economy business models to SMEs and corporates, especially in a green recovery					
Outcomes and targets (consistent with the business plan)	Reduction in waste in London (consistent with GLA focus area targets) Increased recycling in London (consistent with GLA targets) Reduce consumption-based emissions in London								
Impact	Keep global temperature rise to below 1.5°C								

Delivery areas

Through its three delivery areas - local authority support, business and sector support, and communications and behaviour change - ReLondon will support the LES and disseminate its learnings (through the publication of research reports and insight notes, case studies and toolkits); provide training and advice to the public and private sectors; undertake brokerage activities to link innovators with boroughs and commercial buyers to amplify impact; and communicate directly with London citizens to drive behaviour change. All programme work will be amplified and communicated by corporate communications activity to ensure we maximise our reach. We will develop an impact assessment methodology to understand the affect that the pandemic has had in the delivery of the five year targets and outcomes set out in our business plan.

Focus area projects	Outputs	Outcomes	
One World Living	<p>ReLondon will support the coordination of the One World Living programme and support the implementation of the sectoral action plans, either by directly leading on some of the individual actions' implementation (e.g. low plastic communities network, circular food procurement or food behaviour campaign), by supporting the actions with cross-cutting activities (e.g. the Ultra-low Waste Neighbourhood, circular economy matchmaker and training academy), or by supporting the fundraising activities needed to deliver other actions.</p>	<ul style="list-style-type: none"> • Coordination support to the One World Living programme • Fundraising support to the One World Living programme 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions • The One World Living action plan is implemented in a cost-effective and collaborative way, to enable it to have the largest impact
Ultra-low Waste Neighbourhood (ULWN)	<p>ReLondon, in partnership with Hounslow Council, will develop a jointly funded demonstrator project where multiple circular economy interventions will be introduced into one community/neighbourhood, aimed at changing the community's relationship with stuff, 'the ultra-low waste</p>	<ul style="list-style-type: none"> • Active ULWN • ULWN blueprint 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions

	<p>neighbourhood'. The project will require input and involvement from across ReLondon programmes and projects.</p> <p>This project will support the material-focused action plans identified through London Councils' One World Living workstream, focusing on food, plastics, textiles and electricals.</p> <p>ReLondon is conscious that it is not the only organisation looking at how the circular economy can be delivered at a neighbourhood or community level. ReLondon will share its experiences and learn from others by convening a group of other circular neighbourhood projects: including the Mayor of London-funded Future Neighbourhoods Fund boroughs (the LB Camden and RBKC), NGOs and third sector organisations.</p>		<ul style="list-style-type: none"> • Local skills development • Job creation
Food Flagship Initiative	<p>ReLondon will continue to promote its food focus activities, working with the Ellen MacArthur Foundation (EMF) and the GLA under the Food Flagship umbrella. The initiative aims to design and deliver interventions and evidence-based policies to reduce consumption-based emissions from food and bring together a consortium of public and private stakeholders to implement pioneering circular food system solutions. ReLondon will work with the GLA and EMF to extend the strategic relationship to allow the Food Flagship</p>	<ul style="list-style-type: none"> • Joint GLA-London Councils action plan coordinated (timeline as per plan) • Food supply-chain roundtable in June 22 • Promotion and support of demonstrator projects 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions

	<p>Initiative to deliver the London food action plan, launched in March 2022.</p> <p>The Food Flagship Initiative will</p> <ul style="list-style-type: none"> - support the implementation of the joint GLA and London Councils (One World Living) action plan - organise a roundtable with major food supply chain businesses - encourage businesses to develop and implement demonstrator projects, and promote those projects to foster replication - encourage businesses and other organisations to sign existing pledges and targets 	<ul style="list-style-type: none"> • Joint GLA-London Councils action plan delivered • 8 demonstration projects supported by the end of 2022 • 10 organisations signing pledges and targets by the end of 2022 • 20 collaborations fostered by the end of 2022 	
Food Wave	<p>The EU DEAR-funded Food Wave project aims to engage with young people to make the connection between food consumption, food waste and climate change. Started in the last quarter of 2020/21, Food Wave will run until November 2022. It has been moved in the delivery plan from this ‘Focus Area Projects’ workstream to sit under ‘Communications and behaviour change’ (see below).</p>	Detailed below in behaviour change section	<ul style="list-style-type: none"> • Reduced waste leading to a reduction in London’s consumption-based emissions
Household food waste reduction pilot	<p>ReLondon will work with Bexley Council to run a household food waste reduction pilot working with circular SMEs (OLIO and Kitche). The project will be underpinned by a detailed monitoring and evaluation plan to assess its impact. The project supports the London food action plan (detailed</p>	<ul style="list-style-type: none"> • Pilot with borough • Research report and case study 	<ul style="list-style-type: none"> • Reduced food waste leading to a reduction in London’s consumption-based emissions • Boroughs have confidence in funding circular SMEs to

	above). The results will be shared with other London boroughs as part of ReLondon's RRP support.		deliver targeted sustainable food consumption activities in their borough.
Circular food procurement - schools	Through the establishment of a borough working group, schools will be encouraged and supported to include waste prevention, sustainable food sourcing, and healthy diet requirements into food supply and catering contracts and tenders.	<ul style="list-style-type: none"> • LA circular schools' food toolkit • Case studies 	<ul style="list-style-type: none"> • Reduced food waste leading to a reduction in London's consumption-based emissions • Increased number of borough officers understanding how to implement circular procurement practices for catering contracts • Increase in the number of schools in London adopting circular procurement practices for catering contracts
Establish a low-plastic communities' network	ReLondon will establish a low plastic network for London, through our Circular Economy Matchmaker platform. We will develop a dedicated group for London communities engaged in low plastics actions to connect and share knowledge and experiences. This will include community or neighbourhood low plastic zones, and local authority-and/or business-run low plastic zones and schemes. We will work closely with other organisations working in this space	<ul style="list-style-type: none"> • London low-plastic community group established 	<ul style="list-style-type: none"> • Reduced plastic waste and increased recycling leading to a reduction in London's consumption-based emissions • London's low plastic schemes are strengthened, and single-use plastic

	<p>such as CitytoSea and Surfers Against Sewage. It is hoped the network will help London's low plastics activity grow.</p>		<p>action is better coordinated across the capital</p>
CIRCult	<p>ReLondon is part of a consortium of 31 organisations across four cities and regions (London, Copenhagen, Hamburg and the Helsinki region) who are working together in the Horizon 2020-funded 'Circular Construction In Regenerative Cities' (CIRCult) project. Through the project we are aiming to increase the uptake of circular construction techniques through providing the necessary evidence, tools and capacity building.</p> <p>In 22-23 the focus will be on increasing awareness and understanding of circular construction across all audiences with an engagement campaign targeted at citizens, a circular building showcase targeted at built environment professionals and training modules and procurement guidance targeted at borough officers.</p>	<p>9 demonstrators in London completed 2022, written up 2023</p> <p>4 training courses in London, Dec 2022</p> <p>4 online e-learning modules, Feb 2023</p> <p>Circular criteria for public procurement, Mar 2023</p> <p>5 digital tools (wiki, dashboard, atlas, citizen engagement portal, material exchange platform), Nov 2022</p> <p>Annual networking events in London</p> <p>3 hackathons a year in London</p>	<ul style="list-style-type: none"> Reduced construction waste and material use, leading to a reduction in London's consumption-based emissions Increased capability to implement circular construction across London Over the course of the project, the outcomes we hope to demonstrate are to reduce the yearly consumption of virgin raw material by 20% in new construction and show cost savings of 15% - helping the built environment deliver the Mayor's commitment to making London a zero-carbon city by 2030

Local authority support	Outputs	Outcomes
<p>Waste and recycling service support</p> <p>The LES requires that boroughs produce a Reduction and Recycling Plan (RRP). This work area will provide advice and support to boroughs for the development and delivery of their RRP. This includes preparing for and delivering changes to their services required through the introduction of measures outlined in the national Resources and Waste Strategy (RWS) i.e. the introduction of consistency in household and business recycling (2023) and Extended Producer Responsibility (EPR) (2023), as well as preparing for the implementation of a Deposit Return Scheme (2024).</p> <p>ReLondon will focus on providing London boroughs with expert advice and support to manage this change. ReLondon will track national guidance on the implementation of the RWS changes, which could lead to the development of further tailored support activity to match the demands/needs of London boroughs in preparing and delivering service changes. With our partners we will also continue to make the case for London and London boroughs to receive their fair share of any central funding.</p> <p>Boroughs are preparing their new RRP for the period 2022-2026 (although initially boroughs are only being asked to complete actions for 2022-2024 after which they will be reviewed). ReLondon will deliver a series of surgeries (and 1-2-1 meetings) to support boroughs in developing their</p>	<ul style="list-style-type: none"> • Boroughs supported to prepare and deliver their RRP 2022-24 • Businesses supported to increase commercial recycling through provision of better services from local authorities and the private sector 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions • Boroughs able to draft and deliver their RRP • Boroughs are prepared for the service changes required through the RWS and are better prepared to complete their TEEP assessments • Services are improved • Waste is minimised and recycling increased

	<p>RRPs. ReLondon will use its resource bank of reports, case studies and toolkits to promote good practice. Once developed and approved ReLondon will help boroughs implement and deliver their RRPs.</p> <p>Particular emphasis will be given to improving flats recycling services (utilising the Flats Recycling Package and further evidence from the Flats Recycling 2.0 (Ecosurety) project), improving quality of recycling (using the cost of contamination toolkit), supporting borough commercial recycling services and delivering circular economy activities.</p> <p>New resources developed throughout the year will be shared with boroughs through toolkits, case studies and insight notes (such as the proposed work on flats above commercial premises detailed below).</p> <p>Particular attention will be given to those boroughs not currently in conformity with the LES or which have high waste volumes and/or low recycling rates.</p> <p>Services have experienced significant disruption over the last two years (2020-22) due to the COVID pandemic, resulting national lockdowns and then the international HGV driver shortage. In the event of further pandemic impacts or global market changes leading to disruption for London's waste and recycling services, ReLondon support activities will be reprioritised to support frontline service provision.</p>		
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Service communications	<p>The requirements of the national Resources and Waste Strategy (RWS) will mean significant changes in local authority service provision. ReLondon will update its London Recycles service-related communications assets and toolkits to reflect current service good practice for municipal (kerbside, flats and commercial) waste and recycling services. This includes updating the LondonRecycles.co.uk commercial recycling pages to bring them in line with the current brand look and feel. The new toolkits and assets will be promoted to boroughs as part of the waste and recycling service support workstream and highlighted for inclusion in borough RRPAs.</p>	<ul style="list-style-type: none"> • Toolkits, comms assets 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions • London boroughs are using the latest good practice materials to communicate service provision. Service communications relate and connect with the regional campaign creating a common message from service specific information to regional behaviour change activity
Flats planning toolkit	<p>During 2021 ReLondon worked with Tower Hamlets Council to develop supplementary planning guidance (SPG) for reuse, recycling, and waste in new-build residential developments (including purpose-built flats). ReLondon will use the SPG to develop a template and toolkit for other London authorities who are seeing a significant increase in new build flats. The toolkit will be promoted to boroughs as part of the waste and recycling service support workstream.</p>	<ul style="list-style-type: none"> • Template SPG for integrating recycling infrastructure in new build flats 	<ul style="list-style-type: none"> • Increased recycling leading to a reduction in London's consumption-based emissions • London borough planning teams better able to ensure new developments include appropriate recycling provision

Bespoke support	<p>ReLondon will continue to develop its consultancy offer for local authorities who want bespoke and tailored support and advice.</p> <p>ReLondon will explore the most effective way to deliver this support, looking at opportunities to augment our internal resources and optimise our unique sector position through partnerships and collaboration with other agencies and companies, in order to provide local authorities with the best possible solution and service.</p>	<ul style="list-style-type: none"> One-to-one and ad-hoc consultancy service delivered to local authorities 	<ul style="list-style-type: none"> Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions Boroughs provided with specific and tailored support Local authorities supported to place the circular economy at the core of everything they do
Circular economy training academy	<p>The training academy will continue to be developed and delivered in 2022-23.</p> <p>In addition to our CE101 webinar, our circular economy practical workshop and a circular procurement module already available, ReLondon aims to develop more bespoke modules aligned to demand from boroughs. We will work closely with the One World Living programme to identify and develop training modules that are aligned with the knowledge and skills that the boroughs' officers will need to develop to implement the programme's action plan.</p> <p>New training modules could be complemented with the development of tailored knowledge outputs (such as toolkits, good practice and/or insight notes) on circular economy for boroughs.</p>	<ul style="list-style-type: none"> New modules developed Existing and new modules delivered Knowledge outputs 	<ul style="list-style-type: none"> Increased awareness of borough officers of the concepts and benefits of the circular economy Increased capacity of borough officers to embed the circular economy into their activities Increased number of boroughs taking actions on the circular economy Increased number of boroughs implementing circular procurement practices

	<p>Depending on demand, some modules may also be developed for businesses, with the idea of developing a “circular economy away day” for corporates which would be focussed on team building (as opposed to strategy development), but all the activities would be linked to the circular economy. In addition, opportunities for some of the business transformation activities to be offered through the academy will also be explored.</p>		
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Circular economy matchmaker		Outputs	Outcomes
Circular economy matchmaker	<p>The circular economy matchmaker, funded by the Mayor of London's Green New Deal Fund, launched in January 2022. It connects buyers and suppliers of circular economy goods and services in London.</p> <p>In 2022-2023, ReLondon will continue promoting the platform to circular SMEs for them to sign up, and to all other users (local authorities, investors, businesses and citizens) for them to access the platform and interact with the registered circular SMEs. The platform will be maintained and further developed depending on the users' needs. We will also implement a series of engagement</p>	<ul style="list-style-type: none"> • Active platform and community, with citizen traction driving commercial success • Increased number of circular SMEs signed up • Increased number of investors and public sector members 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions

	<p>activities to develop the sense of community across the platform.</p> <p>ReLondon aims to use the platform to support the delivery of some of the actions coming from the One World Living programme, especially those that aim to promote sustainable consumption alternatives to citizens. ReLondon will launch dedicated communication campaigns to citizens, incentivising them to switch to a more sustainable way to consume, promoting the matchmaker as a way for them to access more sustainable services and products.</p> <p>A commercial premium offer for BtoC SMEs will continue to be tested and rolled out.</p>	<p>signed up and using the platform</p> <ul style="list-style-type: none"> • Increased citizen traffic to the platform and purchases from the B2C circular SMEs • Continued engagement of all audiences 	
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Research, Innovation and Development		Outputs	Outcomes
Jobs and skills in a London circular economy	<p>This research will look at the potential green jobs that can be created by the development of a circular economy in London and the skills that will be needed to realise those jobs.</p>	<ul style="list-style-type: none"> • Report to be launched in CE Week • Suggested KPIs: 1,500 downloads of the report over a month; 250 event attendees (online and in-person); 	<ul style="list-style-type: none"> • Findings inform GLA's and London boroughs' skills and economic development policies, including actions from the London Recovery Board and from the GLA Green Skills Academy

		50,000 twitter impressions	
Consumption-based emissions profiles	Last year, London Councils and ReLondon commissioned the University of Leeds to conduct an analysis of consumption-based emissions at the borough level in the period 2001 - 2018, in order to understand the different challenges faced by boroughs as they look to reduce consumption-based emissions. This is being recommissioned by London Councils, in partnership and co-funded by the Greater London Authority and ReLondon, and will provide updated data and some scenarios looking at the impact of different shifts in citizens' behaviours on consumption-based emissions, to provide more insights into what the best levers are to reduce consumption-based emissions.	<ul style="list-style-type: none"> Report to be launched in CE Week 	<ul style="list-style-type: none"> Findings inform prioritisation of actions from ReLondon, the GLA and London Councils, including through the One World Living Programme
Material Flow Analysis (MFA) - Textiles	<p>Research project aimed at understanding textiles material flows and where the emission hot spots are to give boroughs the evidence needed for them to focus their actions to reduce consumption-based emissions and inform their action plans.</p> <p>This project is conducted by UCL, in partnership with ReLondon and Circle Economy, and funded by UKRI CE Hub's fund. ReLondon will provide in-kind contribution and some funding to launch and promote the report.</p>	<ul style="list-style-type: none"> Report to be launched by the end of 2022 	<ul style="list-style-type: none"> Findings inform prioritisation of actions from ReLondon, the GLA and London, including through the One World Living Programme. Suggested KPIs: 1,500 downloads of the report over a month 250 event attendees (online and in-person) 50,000 Twitter impressions

Material Flow Analysis (MFA) - Plastics	<p>Research project aimed at understanding plastic material flows and where the emission hot spots are to give boroughs the evidence needed for them to focus their actions to reduce consumption-based emissions and inform their action plans.</p> <p>ReLondon is working in partnership with Circle Economy to develop a funding strategy and secure funding partners.</p>	<ul style="list-style-type: none"> Report (timing TBC depending on fundraising success) 	<ul style="list-style-type: none"> Findings inform prioritisation of actions from ReLondon, the GLA and London boroughs, including through the One World Living Programme
Data/insights on market opportunities for businesses	<p>Research to generate data/insights on the potential market opportunities in London for each/all circular business models. This is to help convince corporates/SMEs to adopt and switch to circular business models. These data/insights would demonstrate demand and help make the case for (and de-risk) business transformation.</p>	<ul style="list-style-type: none"> Report (timing TBC) 	<ul style="list-style-type: none"> Increase in number of businesses in London adopting and switching to circular business models Increase in number of businesses willing to take part in our business transformation activities
Measuring ReLondon's impact and contribution to the circular economy	<p>A piece of research to develop a methodology for assessing ReLondon activities' contribution to increased recycling and reduced waste and consumption-based emissions.</p>	<ul style="list-style-type: none"> First draft of proposed methodology to be presented to the board in June 2022 Final draft expected in September 2022 	<ul style="list-style-type: none"> ReLondon has a consistent methodology in place that will allow for annual impact evaluation and reporting to its board, and that will support future projects, business case developments, funding bids and strategic planning

Waste Composition Analysis (WCA)	A London waste composition has always been difficult to establish, even with many waste authorities conducting WCAs. During 2020, ReLondon developed a WCA protocol for local authorities to standardise how WCAs are conducted. ReLondon will use recently collected waste composition data from various ReLondon projects and borough WCA, compared to pre-COVID WCA (such as that used in the LES) to develop a more recent household waste composition for London.	<ul style="list-style-type: none"> • London household waste composition 	<ul style="list-style-type: none"> • ReLondon, GLA and London boroughs have a better understanding of how changes to working and living habits resulting from the COVID pandemic have changed household waste composition
Commercial Waste Data project	To meet the Mayor's 65 percent municipal waste recycling target London needs to improve the capture of commercial recycling and associated waste data. ReLondon will work with partners to conduct business surveys to obtain data from those who produce commercial waste in London. This is a significant data research project which will require additional budget. This project will only proceed if match funding can be secured.	<ul style="list-style-type: none"> • Report • Comprehensive waste dataset 	<ul style="list-style-type: none"> • GLA and London boroughs better informed on London commercial waste composition and able to design and deliver policy and direct interventions to increase recycling
Commercial waste pricing research report	To help London borough commercial waste services to be more competitive in the market, ReLondon will conduct a commercial waste and recycling pricing survey.	<ul style="list-style-type: none"> • Pricing report 	<ul style="list-style-type: none"> • London boroughs have a clearer market understanding
Flats above commercial premises	This project will look at innovations to improve waste and recycling service provision (in particular dry recycling and food recycling) to citizens living above commercial premises. Due to the complexity of delivering services to this property type, citizens living in flats above commercial premises often do not have access to or are not provided with the full range of recycling services.	<ul style="list-style-type: none"> • Good practice recycling service and communication toolkits 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions

	<p>The project will develop, trial, and evaluate a range of innovations to improve service provision to this property type and increase resident participation in recycling services. Project learnings will be shared with boroughs through webinars, seminars, and workshops.</p> <p>ReLondon is working to develop a funding strategy and secure funding partners in order to be able to deliver this project.</p>		
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Business Transformation		Outputs	Outcomes
ERDF funded project	<p>The Business Transformation team will continue to provide business support and connections to London-based SMEs to help SMEs that are circular and those that wish to transition to a circular business model.</p> <p>The support will include the development and provision of Circular Economy Storytelling training for SMEs. This training will inform SMEs on how to position circular business models to investors and customers, particularly where innovation or behaviour change is involved. The curriculum will involve techniques in presentation style, key facts/data points per business model, a pitch deck review and the opportunity to practice a pitch to a friendly audience.</p> <p>The current funded project is expected to end at the end of December 2022 (with possible extension to March 2023). We are currently looking for further core funding from central</p>	<p>ERDF Outputs:</p> <ul style="list-style-type: none"> • At least 3 SMEs to receive more than 12 hours of support by March 23 (this figure represents our obligation in our funding agreement; however our intention is to exceed the targets outlined in the agreement) 	<p>ERDF Outcomes:</p> <ul style="list-style-type: none"> • 33 jobs to be created <p>Other outcomes:</p> <ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions

	<p>government, the European Union or private foundations to extend the programme after the end of our current funding. Alongside this search, we are also looking to develop some commercial offers (see business transformation commercial development and outcome fund below). The current contract with Islington Council (mentioned below) is one example of the type of contracts and offers we will develop and scale going forward.</p>	<ul style="list-style-type: none"> • Maintain ecosystem of 300 SMEs by March 23 • 3 insights papers by March 23 • 12 monthly newsletters by March 23 • 2,000 Twitter followers by March 23 • 1 summative assessment of our delivery by March 23 	
Islington Council circular economy grants scheme	<p>The team will deliver Islington's grants scheme that will offer £5,000 or £10,000 to small businesses trading in Islington and looking to implement a new circular business model or scale up an existing one. Project will be delivered from Jan '22 - Jul/Aug '22.</p>	<p>15-20 SMEs supported by a grant and business support activities by June 23</p> <p>1 impact report by June 23</p>	<ul style="list-style-type: none"> • Reduced waste, reduced use of virgin material and increased recycling leading to a reduction in London's consumption-based emissions
Business Transformation commercial development	<p>Design, testing and iteration of commercial services to a range of audiences (SMEs and non-SMEs) leveraging the business transformation team's expertise and value propositions.</p>	<ul style="list-style-type: none"> • First commercial contracts are secured by the end of the 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's

	<p>The core offer to develop is a membership programme for SMEs (offered as an add-on to free-to-access support), enabling them to access a network of like-minded SMEs that are circular or want to develop a circular business model. This will include specific business support offers that are complementary to any fully-funded support which might include e.g. a top-up mentoring scheme, peer-to-peer support programme and participation to the selection process of an award scheme. The assumption is that free-to-access activities will continue to be made available to SMEs least likely to pay for services subject to funding (e.g. early stage innovators, or those earlier in their circular economy journey); and that those businesses accessing fully-funded support can then opt in to paid-for services, with a membership scheme designed to make services more financially accessible.</p> <p>Other commercial ideas to develop depending on demand are: structured advisory support to BIDS, local community groups or industry groups to develop circular initiatives in their areas working with businesses; or to work with corporates to deliver a structured innovation programme and match them with relevant circular innovators.</p>	<p>financial year, either with SMEs entering into our membership programme or with other stakeholders wanting our support in developing circular local initiative or innovation programme.</p>	<p>consumption-based emissions</p>
Outcome fund	<p>An innovative financing mechanism to help local authorities and other outcome funders to procure services from circular economy businesses in London. ReLondon is looking to use this fund structure to unlock investment into circular businesses, allowing them to scale and deliver more impact, with repayments to investors coming from outcomes when the</p>	<ul style="list-style-type: none"> The outcome fund is launched with a mix of public and private outcome funders (if and 	<ul style="list-style-type: none"> Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions

	<p>circular businesses successfully achieve, measure, and verify waste reduction and carbon reduction outcomes.</p> <p>ReLondon performed a feasibility study in 2021 and is currently looking for anchor funders that can support the development of the fund. If enough anchor funding is found, ReLondon will go through a design phase, to (a) find interested outcome funders and further develop the fund's process and structure before launch and (b) find interested circular economy businesses that can bid for it.</p>	<p>when funding can be secured)</p>	<ul style="list-style-type: none"> • Access to finance for London's circular start-ups
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Behaviour change campaigns		Outputs	Outcomes
London Recycles 'Be that person' London-wide campaign	The 'Be that person' campaign will continue to run through the coming year, entering its second year with three bursts of media activity planned. These are yet to be confirmed (pending the outcome of extensive campaign evaluation for phase 1) but likely to be summer, winter/Christmas and spring. A robust evaluation process has been set up to assess outcomes and impact, and budget remains allocated to this important aspect of the campaign, which ends in March 2023.	<ul style="list-style-type: none"> • Ongoing campaign plan • Refreshed campaign creative and media activity • updated borough toolkits • Campaign monitoring and evaluation 	<ul style="list-style-type: none"> • Reduced waste and increased recycling leading to a reduction in London's consumption-based emissions • Londoners better informed and motivated to recycle effectively
London Repair Week	Repair Week will run in the final month of the 2021-22 financial year; and again, in March 2023. The intention is to build on year-on-year. ReLondon has secured part-sponsorship of Repair Week 2022 through commercial partners and will seek further sponsorship for 2023.	<ul style="list-style-type: none"> • London-wide repair messaging via social and PR • Resources available on microsite • Partner amplification • Partner events 	<ul style="list-style-type: none"> • Reduced waste leading to a reduction in London's consumption-based emissions • Londoners aware of local repair services • Londoners learn new repair skills • London positioned as a 'repair capital'
Recycle Week	London-based activity will be developed using national campaign approach and materials created by WRAP and their Recycle Now campaign. Recycle Week will be scaled back considerably in 2022 and conducted on a London-wide basis only; in previous years boroughs	<ul style="list-style-type: none"> • London-wide messaging via social and PR 	<ul style="list-style-type: none"> • Increased recycling leading to a reduction in London's consumption-based emissions

	<p>have been funded to run localised campaigns, but this is not possible for 2022's Recycle Week due to reduced budgets.</p>		<ul style="list-style-type: none"> • Recycling understanding and awareness increased across London • Effective recycling increased
London Recycles core campaign support and administration	<p>Other activity through the year will include ongoing maintenance and updating of the London Recycles website; and ongoing organic social media activity, including the development of a programme of (potentially monthly) live online events.</p> <p>There is no budget available for London Recycles beyond 2022-23. ReLondon is working to develop a funding strategy and secure funding partners in order to be able to continue to deliver the campaign.</p>	<ul style="list-style-type: none"> • Refreshed website • Social media content and community management 	<ul style="list-style-type: none"> • Londoners have access to accurate, up-to-date information to help them recycle effectively
Borough campaign support	<p>Borough communications support will remain available on an advisory basis where it is in line with RRP requirements; and the existing communications templates and assets designed to support boroughs in service change will be reviewed, refreshed and updated to ensure that service communications from boroughs to residents are kept up-to-date and effective. Budget for this element is contained within the Local Authority Support budget (see above).</p> <p>If resources remain from the campaign activity outlined above, it will be used to create and share messaging through social media and PR, to boost support for, and understanding of, local authority recycling collections.</p> <p>In the event of further pandemic impacts on London's waste and recycling services, budget and resource will be diverted from core</p>	<ul style="list-style-type: none"> • Templates and assets for sharing with boroughs and WDAs 	<ul style="list-style-type: none"> • Borough recycling and comms teams able to engage effectively with residents about recycling

	<p>London Recycles campaign delivery to supporting the boroughs with relevant messaging and advertising to citizens - as has happened in 2020-22.</p>		
Love Not Landfill - Core campaign	<p>The Love Not Landfill campaign will be scaled back considerably and funded on a ‘maintenance’ basis. There is currently no campaign lead to deliver high profile activity until at least July 2022, but a campaigns executive will be in place by the beginning of the delivery plan year to execute ‘bare minimum’ campaign maintenance activities. To achieve this, Love Not Landfill will have a reduced operating budget in 2022-23, which supports:</p> <ul style="list-style-type: none"> - Website development and maintenance; - Clothing bank maintenance and promotion (sub-contracted due to current staff resource constraints); - Up to three (small-scale) events to promote clothes swapping, second-hand fashion and/or repair and upcycling (either online or in-person); and - Investment in both organic and paid social media activity focusing on specific behaviours through the year. <p>All other activity - such as the Love Not Landfill pop-up shop - requires third party funding through sponsorship, traditional fundraising routes or commercial contracts.</p>	<ul style="list-style-type: none"> • Ongoing social media campaign activity • New (rebranded) clothes banks out in locations collecting more clothes • Clothes swaps, second-hand promotions or repair and upcycling events 	<ul style="list-style-type: none"> • Young Londoners engaged with more circular fashion behaviours • LNL maintains and grows online following with particular focus on youth audience
Love Not Landfill - Potential funded activity	<p>Following successful fundraising for the pop-up shop in 2021, through commercial sponsorship by Vanish and Oxwash, the team will continue to be alert and responsive to funding opportunities as they arise. There is currently specific interest in sponsorship from two</p>	<ul style="list-style-type: none"> • Pop-up shop 	<ul style="list-style-type: none"> • Third party funding attracted to enable more textiles-related activity

	<p>corporates in the textiles sector; but any activation will require resourcing (and there is no campaign lead in place currently for Love Not Landfill).</p>		<ul style="list-style-type: none"> • Young Londoners buy more second-hand clothes and new purchases displaced • Second-hand fashion celebrated and grown; and new purchases displaced • LNL forges new partnerships and grows reach and visibility
Food Wave	<p>The EU-funded Food Wave project aims to engage with young people (defined here as 15-35-year-olds) to make the connection between food consumption, food waste and climate change. The goal is to create a generation of food activists who will influence their peer group, by increasing EU citizens' knowledge, awareness, and engagement on sustainable patterns of food consumption and production for climate change mitigation and adaptation.</p> <p>The project involves a range of different work packages, only some of which ReLondon is targeted with delivering in London. Some are near completion ('On- and offline engagement' and 'EU digital campaign') but the new delivery plan year involves a focus on the remaining three:</p>	<ul style="list-style-type: none"> • Young people recruited to, and engaged in, campaign activities • Targeted digital campaign and increased social media following and engagement 	<ul style="list-style-type: none"> • Young Londoners understand the link between food and climate change • Young Londoners' behaviour changed, and learnings / actions shared with peers • Food waste reduced amongst target group • More local, sustainable food choices made by young Londoners

	<ul style="list-style-type: none"> • ‘Skills for under-privileged youths’ - for this work package we are working with social enterprise, Bread n Butter, to deliver a series of skills and knowledge sessions with young north Londoners from low-income backgrounds, and young people transitioning to independent living. Content for the sessions includes information on links between food growing, cooking and waste and the climate crisis; cookery skills; site visits to food growers within the M25; and how to communicate and engage with others on the topic of food and climate. Satellite sessions will be initiated across London, some via the boroughs, to expand the reach and impact of the classes and workshops. • Street actions - these are still not tightly defined but are specified as creative engagement activities, co-created with young people in a public space, over an extended period (a week or more). London’s street action is likely to take place in Angel Islington in the summer and a hackathon will be run on a university campus with innovation and entrepreneurship students to co-design the street action in early spring. • Local events - to be defined but will include smaller events and a large, high profile event. Early conversations are taking place with London Climate Action Week (late June/early July 2022) about the latter. <p>The total budget for the project is €340,000, of which 10% match funding is provided by ReLondon. The 10% match will come from a combination of in-kind support (i.e. officer time) and the focus area budget.</p>	<ul style="list-style-type: none"> • Film outputs and screenings • Cookery and wider food skills workshops • Hackathon and street actions • Event appearances 	
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Circular Economy Week	<p>We will be running our fifth annual CE Week this year, from 13th to 17th of June, in the lead-up to London Climate Action Week at the end of June/early July. The focus this year will be on jobs, skills and the role of the green economy in London's recovery from the impacts of the pandemic. ReLondon's anchor event will be used to launch our new report on jobs and skills, due to be complete by early June. During CE Week ReLondon will look to amplify and align with other planned activity such as World ReFill Day.</p> <p>Work is currently underway to reach out to potential sponsors and partners and to update and refresh the event platform. After achieving an unexpected £6k in sponsorship revenues for the week last year, the team is looking to achieve £15k sponsorship for 2022 to offset the costs and set a strong precedent for subsequent years when sponsorship revenues will need to grow again.</p>	<ul style="list-style-type: none"> • Updated events platform • Promotional activity (social & PR) • ReLondon events • Partner events • Sponsor income 	<ul style="list-style-type: none"> • Circular economy seen as a driver of good growth and a green recovery • More cities, international partners, boroughs and businesses engaged with CE to improve their operations and impact

Marketing		Outputs	Outcomes
	Budget for corporate communications remains at £70k this year due to the need to keep building ReLondon's profile, consolidate what was achieved with the rebranding and grow our reputation to support commercial marketing.		
Commercialisation	<p>Communications and marketing support for ReLondon's early commercial forays has so far been tactical and reactive. In the 2022-23 delivery plan year, the corporate communications team will work with the commercial manager and relevant project leads to develop an integrated marketing plan and proactively deliver activity in line with that. A budget of £20k has been allocated to creating marketing materials and delivering revenue-generating campaigns with target customers.</p> <p>The communications team will continue to provide project-specific brand, communications and marketing support to the academy and matchmaker projects, including advising on - and signing off - any citizen-facing campaign activity on the matchmaker platform which showcases circular businesses to the public.</p>	<ul style="list-style-type: none"> Digital and offline marketing campaign 	<ul style="list-style-type: none"> ReLondon positioned as thought leader and competent commercial partner Commercial products positioned and sold to target markets
Podcast	The podcast has been published less consistently over 21-22 due to changes in producer and format, although 10 episodes have still been produced over the period. A new, shorter and simpler format has now been settled on and we will aim to produce one a month during 22-23 and grow the audience. External production support will be retained to help edit and promote the podcast to a high professional standard.	<ul style="list-style-type: none"> 12 podcast episodes 	<ul style="list-style-type: none"> Understanding of CE increased across a wide audience ReLondon's visibility and reputation grown

			<ul style="list-style-type: none"> • New partners and networks reached
Events	The communications team will continue to support the whole ReLondon team in designing and running in-person report launches, webinars and other targeted events, in particular to promote knowledge products to our key target audiences as part of our marketing activity. As commercial propositions are developed, events will be considered as part of the marketing mix, but as they are extremely resource-intensive, limited internal resources will be available to deliver large events without significant third-party sponsorship and support.	<ul style="list-style-type: none"> • Up to three targeted speaker events 	<ul style="list-style-type: none"> • ReLondon positioned as thought leader and expert commercial partner with target groups
Project communications support	The communications team will continue to provide support to the rest of ReLondon to create high impact branded outputs from all project work. A publishing committee and planning process was developed in 21-22 and will be built on to ensure regular, high quality articles, case studies, toolkits and insight notes are published as part of our overall reputation-building efforts. The wider team will be asked to identify and plan those outputs well in advance to secure communications support.	<ul style="list-style-type: none"> • Branded materials • Knowledge products (reports etc.) • Copywriting & production support 	<ul style="list-style-type: none"> • ReLondon reputation, brand and messaging maintained to a high standard • Regular publications, articles and insight notes build perception of ReLondon's expertise and thought leadership with target audiences
Website and social media	The website requires hosting, maintenance, and regular development to keep it relevant and fresh; and social media management requires daily research and time to stay visible and engaged with stakeholders and potential customers. All ReLondon's social media activity - including the behaviour change campaigns - has been moved onto a Zoho platform for easy access and management by the whole team;	<ul style="list-style-type: none"> • Zoho Social platform maintenance and high impact social media outputs 	<ul style="list-style-type: none"> • ReLondon messaging and content stays relevant and up-to-date

	<p>and this requires regular maintenance and training to ensure that it is as effective as possible.</p>	<ul style="list-style-type: none"> • Well-maintained website 	
PR	<p>ReLondon's corporate PR agency, Forster Communications, is on a 3-year retainer to provide PR and article-writing support across the team. Forster will continue to provide additional PR support to key moments in the communications calendar (e.g. CE Week, major research reports, pilot results etc.), for which budget is held elsewhere in programme and project budgets.</p>	<ul style="list-style-type: none"> • News releases • Media sell-in • Articles and features 	<ul style="list-style-type: none"> • ReLondon maintains visibility with key target audiences • Circular economy moves up the global climate change agenda