

London Waste and Recycling Board Board Meeting

2.30pm – 4.00pm Thursday 16 March 2023
Meeting Room 8, The White Collar Factory, 1 Old Street Yard,
London EC1A 8AF



Webcast: <https://www.youtube.com/channel/UCvD1-KedJAexZNpIPZU9KpA>

Agenda

Part 1: Regular business

No.	Item	Pg no	Action required	Relevant appendices
1	Welcome and apologies	-		
2	Declarations of interest	-		
3	Minutes of the previous meeting	2	For approval	
4	CEO's report	5	For information	1: Media coverage 2: Events list 3: Project dashboard 4: Finance report
5	Programme updates (Part A)	8	For information	
6	Delivery Plan 2023/24	18	For approval	
7	AOB	-		

Under Section 18 of The London Waste and Recycling Board Order 2008 this meeting is open to the public, which is facilitated via the webcast: this is subject to paragraphs 18 (2) and (3) which refer to the exclusion of the public where confidential information may be disclosed. Accordingly any members of the public attending the will be excluded from part 2 of the meeting.

Agenda item 3. Minutes from previous meeting

Decision:

The Board is asked to approve the minutes of the meeting of 15th December 2022 as presented below.

Minutes of the meeting of the ReLondon Board (London Waste and Recycling Board) held on **15 December 2022 2:00**, at: The White Collar Factory, 1 Old Street Yard, London EC1Y 8AF and remotely via Zoom.

Board Members Present

Liz Goodwin (Chair)
Cllr Claire Holland
Cllr Nicholas Bennett
Cllr Nesil Caliskan
Shirley Rodrigues
Joe Murphy

Also Present

ReLondon: Wayne Hubbard, Adam Leibowitz, Ali Moore, Antony Buchan, Jo Rogers, Pauline Metivier, Sarah Malone
GLA London Councils
Winning Moves Alicia Bently, Karl King (item 6 only)

Apologies

Apologies were received from Cllr Krupa Sheth and Chantelle Nicholson

Declarations of interest

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

Minutes of the previous meetings

Minutes of the meeting held on 12 October 2022 were approved.

1. Governance and Administration (30/06/2022 - 1)

The Board:

- Noted the appointment of Cllr Nicholas Bennet to the Board (with effect from 1 November 2022)
- Approved the membership and chair of the Audit Committee as: Joe Murphy (Chair), Cllr Claire Holland, Cllr Krupa Sheth, Chantelle Nicholson, Cllr Nicholas Bennett;
- Approved amendments to the Standing Orders, Audit Committee Terms of Reference and Scheme of Delegated Authority as recommended by the Audit Committee.

2. Chief Executive Officer's Report (30/06/2022 - 2)

WH introduced the paper and noted, in particular, the current priority of developing plans for increased income in the coming years and an appropriate delivery plan for 2023/24.

Also noted, in particular, ReLondon's winning of the National Recycling Award for Partnership Excellence and London winning the Milan Pact Award for food waste reduction initiatives.

Updates presented were noted by the Board.

3. Programmes Updates (30/06/22 - 5)

Programme Leads introduced their sections of the report.

The Board requested that any data from work with SMEs on cost savings through circular economy to be highlighted.

SR thanked the Local Authority Support Team for its input to the RRP reviews – which are being improved as a result.

AB noted that ReLondon is now working with a number of local authorities to help with roll out of the flats recycling work.

SR stressed the importance of the flats above shops work in helping Defra meet its targets and in improving the general street scene, especially given the rapidly changing nature of high streets.

AM highlighted a very successful Recycle Week, but noted that funding for the next year is yet to be secured. Discussions are taking place with other global cities regarding expanding Circular Economy Week (from March 2024 if successful).

The Board noted the updates presented in the paper.

Part B Confidential business

4. Measuring ReLondon's Impact (presentation)

Sarah Malone gave a presentation on work undertaken with consultants Winning Moves to develop a methodology to calculate ReLondon's current and potential impact in a consistent way, which was welcomed by the Board. The Board noted the difficulty in demonstrating directly the impacts of many activities.

Agenda Item 4: Chief Executive Officer's Report

Top issues

We continue to work on our long term financial plans and have submitted a significant funding bid to the UK Shared Prosperity Fund, the outcome of which is expected in Spring 2023. We are currently in the process of recruiting a Head of External Affairs and Partnerships to help build relations in government and the corporate sector and secure longer term core funding for ReLondon.

We are reviewing our commercial proposition in light of our learnings over the last year and as a result of changes within the commercial delivery team.

Repair Week is taking place in the week commencing March 20th with over 80 events taking place and involving some major partners and brands such as Beyond Retro, the Royal College of Art, Hackney's Castle Climbing Centre and Vivobarefoot. Suez is a sponsor of the event this year, and a parallel (smaller) Repair Week will also be taking place in Manchester.

Staffing

Since the last meeting of the Board (15 December) the following staff changes have taken place.

Leavers

- Commercial Manager and Built Environment Lead
- Digital Product Manager
- Project Co-ordinator (Business Transformation Team)

Moves

Following an open recruitment process, the position of Senior Advisor (food lead) in the Business and Sector Support Team has been filled by an internal promotion from within the team.

Communications and publicity

Press releases:

No press releases have been issued since the last Board meeting; however by the time of the meeting, the following releases will have been issued:

- **Repair Week 2023** – from 6th March onwards – listings, trades and consumer news releases to promote the week and encourage events attendance;
- **Food Wave** / Natural History Museum – w/c 13th March – promoting the collaboration with the Museum's 'Generation Hope' festival taking place w/c 20th March;

- **Green New Deal** – exact date t.b.c. – showcasing the impacts of the Green New Deal funding and advisory support for circular SMEs, delivered by ReLondon’s business transformation team.

Media coverage achieved since the last Board meeting relating to these and other events, projects and partnerships is at Appendix 1.

Events:

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

- **Socio-Economic Metabolism conference** - 23/01/2023 – Colin Rose spoke at this International Society for Industrial Ecology webinar, for built environment professionals, on timber reuse systems
- **Local Authority Learning Hub** - 01/02/2023 – Rebecca Child spoke on citizen and community engagement with limited resources at this workshop hosted by Ashden for local authorities across the UK
- **Milan Circular** – The city that reduces, recovers, recycles - 10/02/2023 – Sarah Malone was a panellist on this ‘circular cities’ panel attended by circular economy and sustainability professionals, textiles experts and waste and recycling officers and hosted by the city of Milan
- **Increasing recycling from flats** - 22/02/2023 – Liz Horsfield presented the flats recycling project outcomes and impacts at this webinar hosted by MetroSTOR and attended by local authorities and building management companies
- **ESA Conference** - 22/03/2023 – Cathy Cook shared views on the Government’s packaging reforms with waste and recycling officers and sustainability professionals at this conference hosted by the Environmental Services Association

Full detail of all other events since the last Board is in Appendix 2.

Project Dashboard Commentary

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

Circular Economy Outcome Fund: as proposed at the previous meeting, this project is now removed from the dashboard as it has been put on hold until funding can be secured.

Recycle Week 2022 has been changed from green to grey as it is complete. Love Not Landfill partnership events has moved from grey to green as planning is underway for two pop-up shops in June 2023.

New project: the Circular PSP (Public Service Platform), funded by UKRI, started in January. Delivered in collaboration with seven other European cities, this three-year project aims to develop digital platforms to support the acceleration of the circular economy in cities and through local authorities. Boroughs through the One World Living programme and the West London Procurement Group have already been engaged to support the project development and benefit from its outputs.

Audit Committee activity

The Committee met once (on 22 February 2023) since the last full Board meeting on 15 December 2022. The Committee considered the following items:

Finance Report

The 2022/23 Q3 finance report, which is attached at Appendix 4.

HR Update

The latest update is presented above.

Full Accounts

A full set of accounts for the year 2021/22 were presented to the committee for information. The accounts are not audited but are required for our corporation tax submission and will be published.

Appointment of Internal Auditors

HW Controls & Assurance have been appointed to fulfill the internal audit requirements for the Annual Governance and Accountability Return 2022/23 following the expiry of the contract with TIAA/Ankura Limited in January 2023. HW Controls & Assurance were appointed following an open procurement process in January.

Risk Register

No amendments to the risk register were made resulting in a new high level risk requiring reporting to the Board. The need for a thorough review of the entire register was noted.

Pay proposal

The audit committee considered options presented for the pay settlement for April 2023 but requested further information to be presented to the board (in confidential section).

Draft plans and budgets

The audit committee reviewed and discussed draft budget plans to March 2027.

Agenda Item 5: Programmes Update

Business and Sector Support

Material Flow Analyses

The Material Flow Analysis report for the textiles sector, conducted in collaboration with University College London (UCL) and Circle Economy, is underway and the report launch is planned for June 2023.

Funding applications to develop a Material Flow Analysis for electricals and the built environment have been submitted in collaboration with Brunel University and the University of Sheffield, respectively. Results are expected by the end of the calendar year. We have so far been unsuccessful in securing funding for the plastic material flow analysis. We intend to go ahead with the project and will continue to seek alternative funding.

Methodology for measuring ReLondon's impact

The monitoring and evaluation framework for ReLondon's activities is being finalised. It will be used to evaluate 2022-23 activities and to produce an impact report by the end of the calendar year.

CIRCuiT Programme

In January, the CIRCuiT team hosted an in-person hackathon alongside the Low Energy Transformation Initiative (LETI), University College London (UCL), and Reusefully. The purpose of the hackathon was to start defining a singular, simple metric for circularity in the built environment. The group defined 8 key characteristics such a metric should possess to be both meaningful and easily adopted across the industry. 44 industry experts attended the full-day event and consensus was reached on a simple metric. An online round table was held in March to further unpack the components of the metric and discuss next steps including trialling its use on existing projects.

Work on the city training modules developed from CIRCuiT learnings is now complete. Training modules were developed by ReLondon with assistance from UKGBC. The five training modules cover the following topics:

- Circular Cities: An introduction to the circular economy in the built environment.
- Circular Public Procurement for the Built Environment
- Applying Circular Economy Principles to Planning
- Circular Data for the Built Environment
- Fostering Circular Design: Transformation, Urban mining, Designing for Disassembly

Each CIRCuiT city will hold four sessions to trial the various modules and will feed into the final version of the training materials which will be made available on the CIRCuiT website in June 2023.

Two roadmaps are being developed; the first will share findings on the circular potential for MMC feeding into the group's shared design guidance drawing from the work on the demonstrator projects; in particular, Rightsizer, the flexible housing

concept developed for Enfield. The second will share findings on data indicators and planning policy, feeding into the Circular Economy Statement Implementation group at the GLA and suggesting how the Circular Economy Statement 'asks' could evolve in the next policy cycles.

Following user feedback additional features are being added to the Material Reuse Portal, including the ability to search on material quantities, and to create search alerts.

Ellen MacArthur Foundation Strategic Partnership

The partnership's core focus is the Food Flagship Initiative but it also supports the work on circular neighbourhoods.

Officers attended an EMF global circular cities workshop on 28th February, where London was one of four cities invited to present. We focused on work to promote circularity at a community or neighbourhood level. ReLondon officers, with GLA colleagues are also attending the EMF network workshop in Amsterdam on 21-22 March.

Food Flagship Initiative

A progress report providing a summary of the status of key interventions led by the GLA and ReLondon as part of the FFI has been published in January. Those interventions include:

- A food supply chain roundtable is being planned (date tbc) with representatives from across the food sector to tackle consumption-based emissions and food losses and waste.
- A programme to train environmental health practitioners (EHPs) on food waste reduction / redistribution practices. The health practitioner team from the borough of Hackney, as part of the pilot phase, were trained in October. Following the first training session EHPs engaged with and gathered data from local hospitality businesses. EHPs then joined a follow-up session in January 2023. Further data gathering is planned with restaurants to evaluate the impact of this type of intervention and prepare for future replication with other boroughs, if successful.
- A food procurement working group to support local authorities in reducing consumption-based emissions from the food they procure, including school meals. 20 boroughs have signed up to the working group so far and have been consulted on the development of an ambitious food buying pledge for London's local authorities. The pan-London pledge is aiming to launch by April 2023 with an ask for boroughs to commit to it within three months.
- A pan-London behaviour change campaign on sustainable food consumption. A more detailed update on this can be found below in the communications and behaviour change section.
- Nine organisations in London have received the [circular food pioneer project status](#) and are being actively supported by the Food Flagship Initiative partners to amplify and scale their impact. Case studies are under development and a first cohort are due to be published during Food Waste Action Week 2023 (6-12 March).

- A pilot food waste minimisation project in Bexley. A more detailed update on this can be found below in the Local Authority Support section.

Business Transformation

The team has worked with 376 SMEs, of which 64% are businesses that already have circular offerings or initiatives that they are looking to scale, and 36% are traditional, everyday businesses exploring circular business models.

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

- Built Environment – 18%
- Food – 31%
- Textiles – 19%
- Plastics – 13%
- Electrical – 5%
- Other – 14%

To date, across all funded activities, the team has delivered over 6,846 hours of support and contributed to the launch of 81 new circular products/services/processes, the creation of 192 jobs and safeguarding of 532 jobs. SMEs supported by us have been able to secure over £8m in private and public funding to operate circular business models.

The virtual outreach of the programme is sustained and complements in-person delivery. We have 1573 recipients to the Business Transformation Monthly Newsletter and 1168 followers to the Business Transformation Instagram as at December 2022.

In the last quarter (Jan-Mar), the team delivered advisory and financial support to businesses in the form of specific support streams and events including:

- We delivered 1-2-1 Validate your model advisory support to 3 SMEs to help stress-test environmental and commercial assumptions and help them refine their circular business models.
- We developed knowledge products on the topics of food, textiles & packaging/plastics for wider dissemination to businesses, consolidating our understanding of what it takes to start and operate a successful circular business model in London. This material will be used to further enhance our 1-2-1 and group-based delivery of support and help more SMEs access information needed to successfully implement circular business models.
- We continue to advise on the Hackney Wick & Fish Island Circular Economy hub, a GLA/LLDC funded project to secure space and assets for circular economy activities in the LB Hackney and LB Tower Hamlets area. Our focus is on a site named *The Loop*, ensuring the planning and design meets the needs of SMEs in circular economy light manufacturing sectors.
- Our monthly newsletter provides a summary of key investment opportunities, critical sector events, SMEs success stories and other 'access to market' and promotional information to all its portfolio SME members (monthly) to signpost relevant opportunities to scale and grow.
- The team operates the [Circular Economy Jobs](#) board for circular SMEs to promote and showcase London's circular businesses to a diverse audience.

Circular Economy Matchmaker

The [Circular Economy Matchmaker](#) was launched on January 31st 2022 and will be refreshed in March 2023, with new features added to improve user experience and impact tracking. This online platform showcases circular SMEs to investors, public sector organisations and other businesses to increase circular SMEs' access to markets and finance. Currently 109 businesses are featured.

The Mindful Shopper

The launch campaign for The Mindful Shopper (TMS), in September 2022, went extremely well, despite a condensed timescale and pause in marketing activities due to the passing of the Queen. In the launch period we achieved 6,900 website visitors, over 1,100 email subscribers, over 500 social followers. There were over 3,000 users of guide pages on TMS website and over 750 click throughs to our showcased brands. The Mindful Shopper is now part of the wider portfolio of services offered to any relevant BtoC London circular businesses, by the business transformation team.

Local Authority Support

Flats above shops (FLASH)

ReLondon has been working with boroughs to explore the barriers to providing the full range of recycling services to flats required under expected consistency reforms. A report summarising the findings of resident engagement, businesses (including BIDs) and landlord interviews will be published at the end of April. ReLondon is now planning an innovation and demonstration project for 2023, similar to its work on flats and the production of the Flats Recycling Package.

London waste composition project

ReLondon has developed a new London-wide waste composition analysis (WCA). The analysis is based on recent individual WCAs from 24 boroughs. The London WCA provides:

- Data on compositional differences between household communal and kerbside collections;
- Estimates of potential maximum recycling rates for kerbside and communal collections, with a model that will give a weighted average for London overall and can provide London wide based estimates for particular borough profiles;
- Estimates of the potential impact of DRS on household recycling rates and the amounts of packaging eligible for EPR payments in the residual and recycling waste streams;
- Data on high carbon materials (including edible food) and recyclable materials in the residual waste stream, and therefore the potential to reduce these and the emissions related to them;
- Information on waste arisings including food from different LOAC types across London.

ReLondon has presented the finding to London Councils and GLA colleagues and a wider borough webinar is planned for early April.

Heston Village Project ('Heston in the Loop')

ReLondon in partnership with the London Borough of Hounslow, is bringing together all aspects of the circular economy in a place-based solution: 'Heston in the Loop'. This demonstrator circular economy neighbourhood will enable and encourage the community to waste less, reuse, repair, share and recycle more, through embedded circular economy opportunities in the neighbourhood.

The project is being delivered between March 2022 to March 2024. Activity to this point has focused on design and baseline setting: a baseline resident attitudinal survey was conducted in September, a baseline waste compositional analysis (WCA) was conducted in December 2022, along with collation of waste and recycling data for Heston during this period. A full baseline report will be available March 2023.

The project is already partnered with a number of key intervention providers, including

- Ferris: a peer-to-peer household item sharing app
- Too Good To Go: a hospitality food waste prevention app
- Olio: a peer-to-peer food and household item sharing app
- Kitche: a meal planning and household food waste prevention app
- Pupils Profit: an in school Eco Refill shop initiative
- TRAIID: textiles recycling, repair and reuse events
- Cultivate London: community food growing sessions, delivered in partnership with Heston Action Group (HAG)

In addition, ReLondon has conducted an open call seeking further solutions for inclusion in Heston in the Loop, from up to five circular SMEs, delivering activity to the value of £5k - £8k. It is anticipated that the new partners will be selected in March, with activity commencing in Heston from April / May 2023. A verbal update will be provided at the Board meeting.

Food waste reduction pilot

During 2022 ReLondon has worked in partnership with food waste apps OLIO (a food sharing app) and Kitche (food shopping /meal planning app) and the London Borough of Bexley to deliver a household food waste reduction pilot. This ReLondon funded project looked to measure the impact of targeted local promotion of the food waste apps and show whether these can reduce waste at a local level. The case study report will be published w/c 6 March for Food Waste Action Week. A second phase of the project is in planning and will also form part of the Heston in Loop activity.

Circular Neighbourhoods Collaboration Network

ReLondon convenes a network of London community / neighbourhood circular economy projects, borough and third sector lead. The network held its third collaboration workshop on 19th January focused on behaviour change theory and effective communications. The workshop was attended by London boroughs (including Future Neighbourhood boroughs), and third sector groups. Research is currently being conducted, via a survey with participants, to understand the key priorities and focus areas for future collaborative workshops. The next workshop will be delivered in Q1 2023/24.

One World Living Programme (OWL)

This work is being led by the LB Harrow as part of London Council's programme of work on climate change. The action plan development is guided by a steering group attended by ReLondon CEO, Wayne Hubbard. Current conversations are focused on resourcing requirements to deliver the programme. ReLondon has offered its support and this has been accepted. An MOU has been drafted and is being considered by the OWL programme and London Councils.

Reduction and Recycling Plans (RRP)

ReLondon is supporting the GLA and boroughs in the review of the second round of RRP for the period 2023-2025. ReLondon has now reviewed all borough submissions. Based on ReLondon's reviews, the GLA is providing feedback commentary back to the boroughs. ReLondon is now conducting secondary reviews as RRP are resubmitted taking account of the round one feedback. The GLA is working towards an end of March deadline (or as soon as possible thereafter) to have final sign off for all borough RRP.

Webinar series

Since September (when ReLondon completed its RRP drop-in webinars), ReLondon has delivered monthly topic specific webinars and workshops. These have focused on ReLondon's flats recycling package, flats above shops, and joint webinars with: HUBBUB on 'on-the-go' recycling, and with Material Focus on small electricals recycling and Material Focus' new LA fund.

The next webinar is scheduled for 8th March and focuses on the government's collection and packaging reforms, with a particular focus on the impacts on London of EPR and DRS. (A further webinar on the government consistency agenda will be scheduled once the government publishes its response to the 2021 Consistency Consultation and release of its next Statutory Guidance Consultation – both expected in March.)

In early April ReLondon will hold its next webinar to present the findings from its London waste composition analysis.

Communications and behaviour change

Corporate communications and marketing:

PR and events:

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

Circular Economy Week (future):

The aspiration to take CE Week 'global' with New York and Sao Paulo is no longer being pursued due to NYC withdrawing from the partnership and subsequently ending their own local Circular City Week efforts. Sao Paulo remains a collaborative partner and the plan is to incorporate an international cities day within BAU CE Week (which takes place 16th-20th October). In light of this and opportunities being sought

commercially, we have begun corporate engagement to seek sponsorship for the week.

Podcast:

One episode has been released since the last Board meeting, with an additional five interviews recorded, awaiting editing (3 of which will make up a special Repair Week episode). Listenership to date:

- 25,000 downloads of episodes
- Average listeners per episode = 2,392
- Top 4 countries = USA; Mexico; France; UK
- Majority of listeners tune in via android apps or our corporate website

Newsletter:

The February 2023 newsletter achieved 673 views (up 4.3% from the previous December newsletter) and a 21.1% open rate.

The December 2022 newsletter achieved 645 views (up 14.2% from the previous autumn newsletter) and a 9.6% open rate. The newsletter goes to an 'opt-in' audience plus key stakeholders and contacts, including boroughs (with the option to opt out).

Publication process:

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

- Cost of living insight note – advising how circular economy principles can support local government, businesses and citizens to alleviate pressures associated with the cost of living crisis – published late November
- LinkedIn article: Reasons to be cheerful about circular SMEs in the context of cost of living – published in December
- London's Food Footprint progress report, summarising activities and interventions to date across London to reduce consumption-based emissions associated with food – published in January
- Case studies for circular SMEs (Thrift+, Batch.Works, Dartford Composites Ltd, KAPDAA, Channel Projects, Barhairink, Birdsong, thinkFOUND, Fallen & Felled, Colour Sound Experiment, Top Cuvée, Cucumber Clothing, Yeena Yoon, Meet the Cities event) – published between November '22 and February '23
- Case study for Islington Council Circular Economy Grants – published in January
- Big Issue op-ed by Wayne Hubbard – How to save money AND help save the planet – published in January

Coming up are the following:

- Green New Deal/business transformation impacts – news release for w/c 6 March
- Outputs from the food waste pilot – case study of highlights from the local authority support team's project with Bexley, OLIO and Kitche (aiming to publish during Food Waste Action Week in March)
- Jobs and skills case study series – scheduled between April, May and June

- Textiles material flow analysis report – the next MFA instalment of our focus areas, aiming to highlight emissions of textiles imported into the city.

Digital:

Figures for the ReLondon website's page views and users are up in the period from December 2022 to February 2023, with a total of 34,000 page views (up 36% from last period) and 8,000 users (up 7.4% from last period).

Commercial marketing:

Commercial marketing is focusing still on local authority consulting and support. Activities which began in December 2022 and continue into March 2023:

- Paid social media advertising on LinkedIn, targeting London and wider UK government administration audiences (manager and above).
- A 3-part advertorial series in Local Government Chronicle to build brand awareness amongst senior local authority officers and councillors.

To date, the first round of LinkedIn advertising has yielded above average click-through rates. We will monitor and evaluate adverts to amplify impact. Plans for the new financial year will be developed once this 3-month campaign is complete and reported on; and will be focused on generating and tracking leads for paid consultancy.

Behaviour change campaigns:

London Recycles

The final burst for year 2 of the '**Be That Person**' campaign is live with social media and out-of-home advertising across the Tube network, as well as using ad bikes and on screens in food outlets. This burst will also feature new TikTok creatives as the platform is now one of the main social media outlets used by younger London citizens.

No progress has yet been made in securing additional funding for next financial year for the campaign and internal discussions are ongoing about whether (and how) to extend it for a third year.

Repair Week is taking place 20-26 March. So far we have 80+ events planned through partners, surpassing previous years by some way. The event continues to grow with more partners on board and many looking to expand their repair offer beyond London. We have secured £10k from lead partner Suez achieving the goal set out in the last board paper; and as a result of their involvement, Manchester will be running some 'light touch' repair activity and promotion during the week via the Greater Manchester Combined Authority. We will continue to seek additional sponsorship until end February, at which point focus has to turn solely to delivery of the week.

Love Not Landfill

Since updating the board in December, our **Instagram** has reached over 23,327 accounts, 18,000 of which are non-followers which is an increase of over 300% on the last time we reported to the board. As always, **influencer** collaborations and

educational content are a key part of the digital strategy for Love Not Landfill, and we continue to work with content creators to shine a light on sustainable fashion practices.

Our **clothing banks** are currently being refurbished and new designs will be debuted in four new locations around London in March: Heston Village (to support the low waste neighbourhood project); university campuses in Kingston and Westminster; and a property development in Barking. We are also refurbishing our touring bank which has already had a great deal of interest for the coming year. Two banks in our most popular location (Ealing) have continued to support clothes swaps for the community.

In January, we worked in collaboration with Crisis charity shops and Graduate Fashion Foundation to run a **nationwide competition** that challenged fashion students to create new designs from pre-loved clothing. The competition winners had their items sold in three flagship Crisis stores around London and photographed in a professional photoshoot. The collaboration gave us a unique opportunity to engage directly with our desired age demographic and build relationships with key stakeholders in the preloved fashion market.

The team will be working again with the team at Graduate Fashion Foundation to host a smaller-scale **pop-up shop** at Graduate Fashion Week in mid-June; and will then be delivering our fourth, larger, charity pop-up shop at the end of June at Angel Central. This event will be used to launch the Textiles Material Flow Analysis. The team will also be supporting the Heston Village project by hosting a clothes swap for the community in the summer months.

Food Wave

We have extended the Food Wave project lead's contract until May 31st in order to enable the delivery of an exciting collaboration with the Natural History Museum at the end of March, as well as the completion of final work package outputs, evidence gathering and project reporting. The Museum collaboration is our '**high level event**' work package and is part of their 'Generation Hope: Act for the Planet' festival; the Food Wave team will be running a dynamic pop-up from March 20th – 25th in the main hall, in collaboration with a number of community-based organisations, artists and food activists that the project team has worked with over the past two years. Generation Hope is a free programme of inspiring workshops, panels and talks which has been created in partnership with young people, for young people aged 16+, helping them get to grips with climate science, understanding the impacts of the planetary emergency and strengthening their own skills. From reducing food waste to embracing planet-friendly diets, ReLondon's Food Wave pop-up will engage participants to find out how they can help tackle climate change, one meal at a time.

The second phase of our '**local events**' work package has been successfully completed and the team is currently gathering the required monitoring and evaluation materials, which will determine the exact reach and impact of this activity delivered in collaboration with a circular community hub and garden on a housing estate in Poplar.

The '**young people on low incomes**' work package has delivered six workshops, four in-person and two online, in Lambeth, Islington and Hackney. The final four will be delivered between March and May, with promising discussions being had with The Remakery in Brixton and Nourish Hub in Hammersmith and Fulham.

Pan-London food campaign

The new pan-London food campaign, Eat Like a Londoner, continues to make swift progress:

- Total **funding** levels are now almost £365k. Productive conversations have begun with a major commercial partner, who have confirmed that they will be coming onboard with the objective of using the campaign to help tackle food waste in their London offices. At the time of writing, three more boroughs have signed up as contributing partners and there is interest from an additional borough which we hope to have confirmed by the time the Board meets. We have followed up with all 'warm' commercial and corporate partners where we have existing relationships and hope to have calls with more partners as we move into the next financial year.
- The **creative agency** has moved at speed, and we now have a strong creative direction based on partner feedback and concrete learnings from the A/B testing which ran on Facebook and Instagram in January. Our focus now is finalising the website, advert designs and messaging for our first burst of media activity at the end of March.
- A **media agency** has been procured and they are finalising the media plan for the March launch, consisting of out-of-home and digital advertising (Meta and YouTube). Subsequent media bursts are planned for September 2023 and March 2024.
- **Measurement and evaluation** baselining will go live at the start of March in the form of a survey. We will measure awareness and understanding of food and its impact on climate, motivation to increase plant content in diets and to reduce food waste in the home, as well as claimed food behaviours at home. Further analysis will be conducted at the end of the campaign, with possibly some mid-campaign analysis to optimise the second and third media bursts.
- The **working group** and project board continue to meet and input regularly to keep the campaign on track and ensure effective consultation and input from stakeholders.

Agenda Item 6 Draft Delivery Plan 2023-2024

Decision:

The Board is asked to consider the 2023-2024 delivery plan and approve the delivery plan and budget presented below.

Contents

Delivery Plan

- Vision and mission
- Activities and outcomes

Budget

Organogram (for info)

Vision

“Our vision is of a future without waste, where the way we make, consume and dispose of stuff actively tackles the climate crisis and protects our planet.”

We are living through a climate emergency, where our actions and behaviours are having a devastating impact on the planet. If unchecked, the damage will be irreversible; our actions now will have a fundamental impact upon us and future generations.

We believe that the solution to the climate emergency is entirely within our collective grasp, and we can avoid the point of no return if we reduce CO₂e emissions drastically.

We believe that we, a small organisation with a powerful reach, can catalyse transformational change in London by inspiring and empowering the action of others. We can mobilise our boroughs, businesses and citizens to change their policies, practices and behaviours, and we will proclaim the impact that this has through partners nationally to boost efforts worldwide.

Mission

“We will make London a global leader in sustainable ways to live, work and prosper, by revolutionising our relationship with stuff and helping London waste less and reuse, repair, share and recycle more.”

In line with our legal objectives under the Greater London Authority Act we aim to achieve this by promoting and encouraging:

- 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

Our work is organised into three main areas:

- **Supporting London borough's** we explore, test and roll out initiatives designed to reduce household and commercial waste in London; we encourage council teams to shift to more circular systems in their working practices; and we help improve the access to, take-up and range of recycling on offer to residents and local businesses, helping the **Mayor of London's** recycling targets to be achieved. We do this through an evidence led and data driven approach.
- **Supporting London's businesses** we empower London's businesses to embrace circularity, transforming the way they work and creating long-term sustainable value and growth. ReLondon provides expert, practical, one-on-one support and consultancy to corporates, SMEs and startups, helping them to grow and lead the way through circular models and strategies.
- **Influencing London's citizens** we motivate hearts and minds to change deep-seated habits and behaviours with regard to their relationship with stuff. We encourage their engagement with London's boroughs' recycling and waste services, and with London's businesses' circular propositions. We run numerous campaigns and PR events aimed at reducing food and textile waste, increasing repair, promoting the circular economy, and increasing recycling.

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 2023 -24 and should be read as complimentary to the Business Plan.

Funding context

ReLondon is a partnership body established by parliament. Under the terms of its establishment provision is made for the Secretary of State (for Environment and Rural Affairs) to provide funding to deliver ReLondon's legal objectives. However, no funding, or suitable alternative funding arrangement, has been made by government since 2015. This is an untenable situation and puts ReLondon's mission at significant risk. The budget set out here will enable ReLondon to continue to operate, but in the next years, if no significant funding is forthcoming we will need to take action to reduce outputs. We do not think this is at all the right way forward given the pressing environmental actions that need to be taken. Therefore, we will be setting out a case for government funding and seeking a sustainable financial settlement with government.

Supporting London's boroughs: primary objectives

- Supporting boroughs to navigate the national collection and packaging reforms (consistency, EPR and DRS);
- Unlock a systemic transformation to a circular economy by connecting citizens, businesses and local governments' actions at a neighbourhoods level.

Strategic aims	Activity and outputs	Outcomes
The production of less waste	<p>Heston Village project (Heston in the Loop): a demonstrator circular economy neighbourhood that enables and encourages the community to waste less, reuse, repair, share and recycle more, through embedded circular economy opportunities at a neighbourhood level. Delivered in partnership with the LB Hounslow in the neighbourhood of Heston Village. The results of the demonstrator will be used to create a case study report, borough toolkit and asset bank which will be shared freely with boroughs.</p> <p>Food waste reduction demonstrator: implementation of the second phase of this project with partners LB Bexley, Olio and Kitche testing interventions that change behaviours leading to reduction in food waste. The results of the demonstrator will be used to create a case study report, borough toolkit and asset bank which will be shared freely with boroughs.</p> <p>Circular Neighbourhoods Collaboration Network: collaboration network of circular neighbourhood projects across London being delivered by boroughs, third sector organisations and business partnerships.</p>	<p>Production of less waste while creating greater community cohesion and boosting local economy.</p> <p>Reduction in food waste across boroughs and reduction of consumption-based emissions.</p> <p>London circular neighbourhood projects are better connected and better informed.</p>
An increase in the proportion of waste that is re-used or recycled	<p>Commercial preparedness research: research project to understand the commercial waste sector preparedness for recycling services changes needed under the government's collection and packaging reforms and identify market opportunities for London borough commercial recycling services. A research report will be published and finding disseminated to support improved commercial recycling services across London.</p> <p>Commercial Waste Officers Network: collaboration network of London boroughs commercial waste managers, providing one-to-many knowledge transfer through network meetings, workshops/webinars.</p>	<p>Borough commercial recycling services are fit for purpose in response to the government's collection and packing reforms.</p> <p>Borough commercial recycling services are fit for purpose in response to the government's collection and packing reforms.</p>

	<p>London Waste Composition project: research project combining existing waste composition data (from 24 boroughs), to create a London-wide waste composition analysis to support borough service provision and model the potential impacts of the governments' collection and packaging reforms. Including supporting individual and the London-wide case for funding under Extended Producer Responsibility. The research will create an interrogatable dataset for London.</p> <p>Flats above Shops demonstrator: demonstrator project testing interventions to improve recycling service provision to residents living in flats above shops. The results of the demonstrator will be used to create a case study report, borough toolkit and asset bank which will be shared freely with boroughs.</p> <p>'One-to-many' borough support: fully funded support for London boroughs offered through one-to-many knowledge transfer and training opportunities, including: continued promotion of existing ReLondon support assets (such as the Flats Recycling Package and Cost of Contamination Tool Kit); support for the implementation of borough Reduction and Recycling Plans (RRP) (through the development of an RRP database of boroughs actions, identify common themes, and creating match-making and twinning and mentoring opportunities); and supporting boroughs to prepare for service changes needed as a result of the government's collection and packaging reforms.</p> <p>One World Living: This is a London Councils sponsored programme aimed at reducing London's consumption based emissions. It comprises a steering group of relevant stakeholders from local government, private sector, academia, and the GLA, and includes ReLondon. ReLondon also supports the programme and many parts of the OWL action plan have the same outputs as ReLondon's delivery plans. In these instances we work closely together, particularly around areas such as food.</p>	<p>Boroughs, GLA and London Councils are better informed on waste composition and waste arisings.</p> <p>Boroughs are able to improve recycling services for residents and increase recycling rates.</p> <p>Boroughs are able to improve recycling services for residents and increase recycling rates.</p> <p>Reduction in waste leading to reduced consumption and associated CO2 emissions</p>
--	--	---

Influencing London’s businesses: primary objectives

- **Developing the evidence-base** for demonstrating the need and the opportunity of a circular economy in London, and for supporting decisions on where to focus efforts
- **Reducing waste and tackling consumption-based emissions across 3 critical sectors** (built-environment, food and textiles), working with boroughs and major business players in the supply chain.
- **Supporting small businesses reducing their waste and/or developing products and services that help residents and other local businesses to reduce their waste**, working more closely with local authority and sub-regional economic development groups.

Strategic aims	Activity and outputs	Outcomes
<p>The production of less waste</p>	<p>Developing the evidence base: This year’s focus will be on continuing to develop data to monitor material flows and consumption-based emissions, and to identify critical intervention points to reduce London’s waste and climate impact. We will launch the Textiles Material Flow report in June and start developing the Plastics Material Flow analysis.</p> <p>Textiles Material Flow : following the launch of the report, we will establish working groups with the GLA, the boroughs, private and third-sectors stakeholders to create an evidenced based plan to reduce textiles waste in London.</p> <p>CiRCuIT project will support boroughs and the GLA to develop ambitious circular construction planning policies and procurement practices, including through the publication of roadmaps and recommendations for the extension of the circular economy statement policy, and for the usage of circular modern methods of construction, and through the training of borough. It will also work with businesses to shift to circular construction methods through the publication of London circular construction demonstrators’ business cases, the continuous development of the construction material reuse platform, and the organisation of large networking events.</p> <p>Food flagship Initiative will provide expertise and insight to boroughs and the GLA to reduce the waste and climate impact of their food procurement through the launch and management of the pan-London food procurement pledge. It will also persuade businesses to reduce their waste and promote low carbon food items through collaborative engagement with the major food retailers, caterers and restaurants in London and working with the biggest food redistribution charities to improve the redistribution of perishable food.</p>	<p>Evidence based research on which to develop sound interventions to reduce waste and climate impact.</p> <p>Reduction of waste from the textiles industry in London leading to reduced CO2 emissions.</p> <p>Reduction of waste from the construction sector in London leading to reduced CO2 emissions.</p> <p>Reduction of waste from food supply in public services and businesses in London leading to reduced CO2 emissions..</p>

	<p>Business Transformation ReLondon will continue to deliver support to SMEs in London to help small businesses reduce their waste and/or develop products and services that help residents and other local businesses to reduce their waste. In FY23/24 we will deliver 2x rounds of grants for SMEs, one aimed at everyday businesses adopting circular practices and the other for circular innovators scaling their solutions, and in parallel a community offering that will give businesses access to our advisory & promotional services. In doing so we expect to support 98 SMEs with non-financial support, disburse 7 grants, and help 45 businesses implement decarbonisation plans as a result of support.</p> <p>Circular economy consultancy and training for boroughs ReLondon will continue delivering one-to-one consultancy, trainings and support to London boroughs for them to develop circular economy strategies, develop and implement circular economy procurement processes and support the development of local circular businesses.</p>	<p>Reduction of waste from the businesses in London and increase in materials kept in circulation leading to reduced CO2 emissions</p> <p>Reduction of waste from boroughs' procurement and boroughs delivering actions to support waste reduction from their residents and their local businesses leading to reduced CO2 emissions.</p>
--	--	--

Influencing London's citizens: primary objectives

- Inform, motivate and empower Londoners to play a part in tackling the climate emergency, by delivering targeted behaviour change campaigns on recycling, repair, reuse and waste prevention;
- Build shared objectives and powerful campaigns with reach and impact across London by collaborating with boroughs and businesses.

Strategic aims	Activity and outputs	Outcomes
<p>The production of less waste</p>	<p>Eat like a Londoner: delivery of a pan-London campaign working with 26+ boroughs and corporate partners to engage and empower Londoners to reduce the carbon impact of their household food consumption by reducing waste and shifting to a more plant-rich diet. The campaign will deliver:</p> <ul style="list-style-type: none"> - a targeted media campaign through out-of-home and digital channels - a campaign hub packed full of inspiring food content and resources - a toolkit of adaptable assets for partners to use in their own organic channels <p>Love not Landfill: campaign made up of events and digital content, targeted primarily at 16-24 year olds to raise awareness of the climate impact of fast fashion and promote more sustainable fashion habits. 2023-24 will focus on engaging with students and younger audiences and includes two second-hand and clothing rental pop-up shops, engagement with universities and the commissioning of new digital content from young creators.</p> <p>Repair Week: A week-long campaign engaging partners and repairers across the city to run workshops, talks and other events sharing repair skills and celebrating London's repair businesses. The campaign delivers event support, PR, new social media content each year and a website with events listings, hacks, a repair directory and information about year-round repair workshops that Londoners can sign up to. In 2023-24 a wider, potentially year-round, repair proposition will be explored and initiated.</p> <p>Circular Economy Week: With the theme of resilience and the cost of living crisis, this year's CE Week will include a 'global cities' day, to showcase progress around the world to build circular economies at a city level; and will partner with London's boroughs, the GLA and other London partners to inspire further action to build local resilience and support a green recovery.</p>	<p>Reduction in consumption based emissions through reduced waste and lower consumption of carbon intensive foods.</p> <p>Reduction in the amount of textiles sent to landfill and increase in lifespan of clothing.</p> <p>Increase in the take up of repairs keeping 'stuff' in use for longer leading to less waste and lower consumption.</p> <p>Increase understanding of importance of circularity for a thriving economy and 'greener' choices as also being more economical.</p>

<p>An increase in the proportion of waste that is re-used or recycled</p>	<p>London Recycles: multifaceted year round campaign that includes:</p> <ul style="list-style-type: none"> - Core website and social media channels management, giving Londoners the information they need to be effective recyclers at home and at work; - 'Be that person': a multi-channel campaign targeted at younger Londoners to motivate them to recycle as part of their pro-planet behaviours; - Recycle Week: national social media campaign, run by WRAP in September each year and supported/upweighted by a London-based social media campaign on the London Recycles channels; - Ongoing borough communications support on service communications and motivational campaigns where required. In 2023-24 the current suite of assets available to boroughs will be reviewed and refreshed/updated if required in order to prepare for collection and packaging reforms. <p>Love Not Landfill: Love Not Landfill also manages a small fleet of clothing banks, collecting unwanted clothing at c.8 sites (fluctuating through the year) across London. These are refurbished and maintained year round, with clothes collected by partner, GOOD, either being sold in their shops or resold via second-hand markets.</p>	<p>Motivational messaging and better understanding of recycling systems to improve recycling rates.</p>
---	---	---

Supporting functions

Corporate communications

The corporate communications team will focus on:

- Testing and refining our commercial marketing activity, using a range of channels to build ReLondon's reputation, generate leads and directly sell services when and where appropriate;
- Ensuring our key corporate audiences – businesses and local authorities – are aware of, and make best use of, ReLondon's resources and programmes so that they can play an active part in accelerating the transition to a circular economy armed with powerful data and targeted toolkits;
- Publishing ReLondon's first impact report once outcomes and impact data are available from the new framework developed in the previous year.

The team will also continue their core work maintaining the ReLondon website, growing the social channels, driving the organisation's publishing pipeline and co-ordinating PR and events attendance.

Operations and Governance

The operations and governance team will focus on:

- Appointing a Head of External Affairs and Partnerships to help build stronger connections with the corporate sector and government to secure high value core funding for ReLondon, as well as pursuing alternative funding sources.
- Managing and maximising financial resources to maintain a four year funding pathway and improve financial model, controls and reporting systems.
- Supporting our people to achieve great outcomes. We will do this by improving performance management systems and mechanisms for professional development, and reviewing and modernising our employee value proposition.

Budget 2023/24

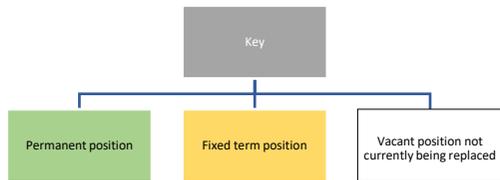
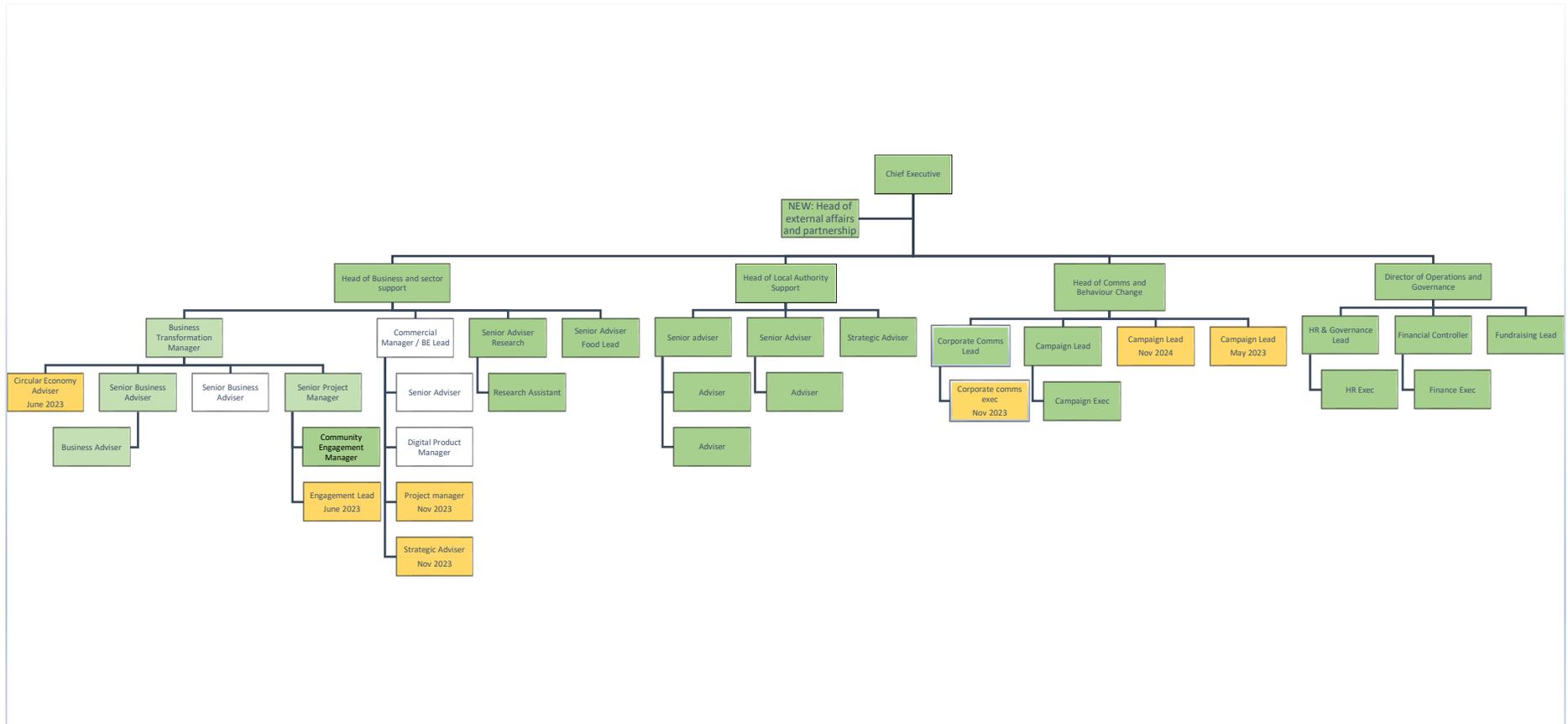
Income	Unrestricted (core)	Restricted (projects)	Total
Commercial			
Waste and recycling consultancy & training	£40,000		£40,000
Circular economy consultancy & training	£35,000		£35,000
Sponsorship	£100,000		£100,000
Campaigns		£155,000	£155,000
New grants / partnerships	£150,000		£150,000
Grants and fundraising			
CIRCulT		£271,250	£271,250
ERDF: Business Transformation		£111,700	£111,700
PSP Circular		£62,000	£62,000
UKSPF		£642,000	£642,000
Foodwave		£30,000	£30,000
Other			
Investment income	£2,519		£2,519
Bank interest	£120,000		£120,000
	£447,519	£1,271,950	£1,719,469
Expenditure			
Local Authority Support			
Staff	£505,000		£505,000
Research	£45,000		£45,000
Support and convening costs	£35,000		£35,000
Demonstrator projects	£170,000		£170,000
	£755,000	£0	£755,000
Business Sector Support			
Staff	£325,000	£505,000	£830,000
Research	£70,000		£70,000
Events	£17,000		£17,000
Publications	£13,500		£13,500
Commercial delivery	£15,000		£15,000
CIRCulT project costs		£132,000	£132,000
ERDF: Business Transformation projects costs		£51,000	£51,000
PSP Circular project costs		£2,000	£2,000
UKSPF project costs		£267,000	£267,000
	£440,500	£957,000	£1,397,500
Behaviour Change and Communications			
Staff	£305,000	£50,000	£355,000
Core behaviour change campaigns	£230,000		£230,000
Sponsorship delivery costs	£40,000		£40,000
Circular Economy Week	£30,000		£30,000
Foodwave project costs		£37,000	£37,000
Eat like a Londoner		£155,000	£155,000
Marketing and communications	£70,000		£70,000
	£675,000	£242,000	£917,000
Central costs			
Staff and board	£740,300	£54,700	£795,000
Staffing adjustments (bonus/COL)	£120,000		£120,000
Premises costs & overheads	£236,750	£18,250	£255,000
Office expenses	£40,000		£40,000
Training	£40,000		£40,000
Professional fees	£30,000		£30,000
	£1,207,050	£72,950	£1,280,000
Total expenditure	£3,077,550	£1,271,950	£4,349,500
Net expenditure	-£2,630,031	£0	-£2,630,031
Projectected opening cash balance			£6,000,000
Movement of funds			-£2,630,031
Closing balance			£3,369,969

Revised four-year rolling budget

	2023/24	2024/25	2025/26	2026/27
Income	£1,720,000	£2,755,000	£1,240,000	£1,340,000
Expenditure	£4,330,000	£3,585,000	£2,605,000	£2,690,000
Net Expenditure	£2,630,000	£830,000	£1,365,000	£1,350,000
Opening balance at 1 April	£6,000,000	£3,370,000	£2,540,000	£1,175,000
Closing balance at 31 March	£3,370,000	£2,540,000	£1,175,000	-£175,000

Currently the modelling shows a deficit of £175,000 at 31 March 2027 – we believe this can be managed over the four year period as ReLondon’s plans are developed.

Organogram



Wayne Hubbard

March 2023