

London Waste and Recycling Board Board Meeting

2pm-4pm Thursday 12 December 2024
Boardroom, Sustainable Workspaces, County Hall,
Belvedere Road, London SE1 7PB



Agenda

Part I: Regular business

No.	Item	Pg no	Action required	Relevant appendices
1	Welcome, introductions and apologies	-		
2	Declarations of interest	-		
3	Minutes of the previous meeting	2	For approval	
4	CEO's report	5	For information	1: Media coverage 2: Events list 3: Finance report (October)
5	Strategy and financial plan	8	For approval	
6	Subcommittee discussion	14	For discussion	
7	Delivery plan updates	16	For information	

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

Agenda item 3. Minutes from previous meeting

Minutes of the meeting of the ReLondon Board (London Waste and Recycling Board) held on **24 October 2024**, at: Sustainable Workspace, County Hall, Belvedere Road, London SE1 7PB and remotely via Zoom.

Board Members Present

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

Approved at ReLondon Board Meeting on 12 December 2024 Signature:
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Also Present

Board advisors	Shaun Spiers, Mike Brown
GLA:	Jemilah Bailey, Mete Coban
ReLondon:	Wayne Hubbard, Ali Moore, Antony Buchan, Jo Rogers, Katie Rowberry, Lamia Sbiti, Maël Arribas, Rachel Singer, Ellie Cunningham
London Councils	Mark Fletcher

Part I: Regular business

- Welcome and apologies**
Apologies were noted from Katharina Winbeck. Mete Coban (deputy mayor) and Mark Fletcher, (attending on behalf of KW), were welcomed to the meeting.
- Declarations of interest**
MH declared their role as a Board Member at the North London Waste Authority. No additional interests were declared beyond those previously recorded in the Board’s standing register of interests.
- Minutes of the previous meetings**
Minutes of the meeting held on 14 March 2024 were approved and will be sent to the chair for official sign-off.
- Chief Executive Officer’s report**
WH introduced the paper and highlighted the positive work undertaken by the ReLondon team to secure £2.3M so far this year, against a target of £2.6M. Recognition was also given to the positive shift in the relationship with Defra, including the pending application to join the Circular Economy (CE) taskforce.

Reflections on CE Week 2024 acknowledged the success of this event and board members were thanked for their involvement in sessions across the week. AM noted the trend in a higher number of citizen facing events taking place this year, acknowledging this as a point of consideration for future planning. A full evaluation deck for CE Week outcomes will be available to Board members in the coming weeks.

JR shared headlines from recent Audit Committee meetings, noting the completion of a clean audit and a change of name to Strategic Resources committee.

In discussions about partnerships, WH affirmed the newly strengthened relationships with Defra and DESNZ, noting hopes that the new CE taskforce reporting up to a broader team beyond Defra will help to galvanise dialogue around CE beyond traditional waste narratives. MC shared that CE aligns with the missions of the government and emphasised the importance of broader considerations such as job creation and retrofitting to fit the growth angle. MC also noted that risks of broad government engagement and advocated for the value of a targeted approach with key government officials, highlighting the unique ability of ReLondon to facilitate quick wins that are tangible and scalable.

5 Strategy and financial plan

KR presented an overview of the strategy, thanking the Board for their input during development and emphasising the importance of flexibility within this document to allow for adaptation amid changing policy landscapes. An overview of the financial plan highlighted aims to diversify funding beyond Defra to establish a strong but varied base in government funding, supplemented by corporate sponsorships and other funding sources.

Feedback once again highlighted the importance including a growth angle across all levels of intervention and suggested a stronger acknowledgement of the social benefits of CE to align with government priorities. Job creation and community cohesion were noted as key considerations and repair was highlighted strong pillar in this space for its ability incorporate diverse perspectives and communities. SS noted the challenges in reporting on the strategy document and WH agreed that further consideration was needed to determine how to track success across the three strategic objectives.

It was noted that there is an organisational requirement to publish by end of March 2025, MC highlighted the value in waiting for further clarity on government plans to ensure strategic alignment, LG suggested that given the messaging had been well received it could be approved as is with the caveat that adjustments or additions could be made in light of any new government plans.

On the financial plan, MB highlighted a potential opportunity to capitalise on the middle ground between commercial and government funding in areas where ReLondon may be better placed to meet objectives at the borough level.

6 Impact report presentation

An overview of the impact report was provided, with plans to enhance data tracking through new citizen surveys to provide an annual data set for the impact report.

MH congratulated the team on the breadth and depth of the work being undertaken to drive a low carbon circular economy in London.

Feedback addressed the value of a similar long-term tracking metric for businesses, with assurance from the team that work is already underway to facilitate this through the extension of follow up surveys to allow for multi-year insights.

MC cautioned about the sensitivities surrounding initiatives like "Eat Like a Londoner," emphasizing the importance of framing messages in a way that respects the diverse communities across London. On this, AM noted the upcoming plans for content bursts which aim to further centralise community voice in comms narratives.

It was noted that whilst challenging there is value in having clearly defined outcomes and KPIs for both the strategic goals and impact report and this will be taken into consideration in future plans.

The final impact report will be shared with the Board prior to publication in January.

7 Delivery plan progress report

Taken as read

Part 2: Confidential business

8 Commercial updates

Taken as read

9 Board movements and appointments

The Board approved the reappointments of the Board advisors and strategic resources committee members for a term of three years.

The Board gave a formal vote of thanks to LG for her tenure as chair, emphasising huge gratitude for her guidance and leadership through an organisational rebrand, global pandemic and continuously changeable political landscape during her time at ReLondon.

Minutes prepared by Ellie Cunningham
Partnerships and Operations Assistant

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

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

Pounds: In November we reported £2.4m secured income for the current financial year, which is 92% of the target for the year. We expect £135k of the remaining £214k to be generated by bank interest. There is £53k in final stages of sign off, leaving £26k to secure. The team’s focus has shifted to funding for 2025/26 and beyond.

Plans: Later in the papers we are seeking approval of the strategic direction and financial plan for the next five years. In addition the December updates for the delivery plan are included under item 8.

Partners: We saw a significant positive shift in the Defra relationship during this period, due to the election and new administration. The new SoS has named ‘Zero Waste Economy’ as number 2 in the list of departmental priorities. A Circular Economy Taskforce has now been recruited. A more detailed update will be given verbally at the meeting.

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

We ran a successful partnership development workshop with a major high street sports retailer (who are focused on repair) and are now co developing a partnership proposal – this is intended as the first of several larger strategic partnership corporate prospects we will pursue.

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

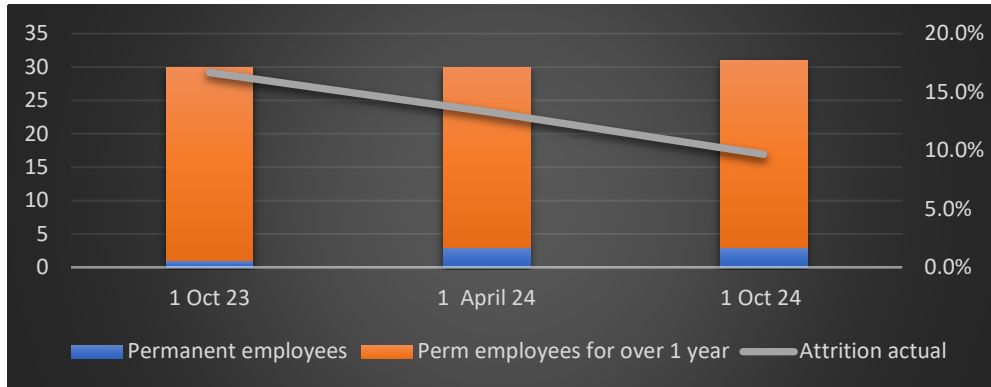
Plans for the next period:

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

People:

No joiners or unplanned leavers since the last meeting.

Attrition rate for the year to date is 0%, and 9.7% for the last 12 months. Two of the three permanent staff leavers in the period were redundancies from the restructure in March 2024.



Communications and publicity

Press releases:

No press releases have been published since the last Board meeting. A full list of media coverage achieved since the last Board meeting relating to ReLondon's events, projects and partnerships is at Appendix I.

Events:

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

- **Environment, climate change, efficiency and workload conference- 04/11/2024 November** – Amy Casey gave a presentation about the circular economy to students at Cranford Community College. The opportunity came about from the Heston in the Loop project –Love Not Landfill hosted a clothes swap at the college during the project's live phase.
- **Resource Efficiency Wales Conference – 06/11/2024** – Shelley Holmes presented ReLondon's work on improving recycling rates from flats at Resource Efficiency Wales's annual conference.
- **ReWear grantees kick-off event – 13/11/2024** – ReLondon's business transformation team hosted a welcome meeting and networking event for the 10 circular fashion & textiles SMEs who've been awarded a grant from the ReWear programme
- **Rewiring the economy for people, planet and prosperity (webinar) – 20/11/2024** Wayne Hubbard was a panellist for Zero Waste Scotland's webinar during European Week for Waste Reduction.
- **City Led Repair and Reuse Initiatives (webinar) – 26/11/2024** – Sarah Williams presented case studies on reuse and repair initiatives in London at a C40 Cities webinar.

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

Awards:

- **National Recycling Awards 2024** – ReLondon was a finalist in two categories: Campaign of the Year for Repair Week 2024; and Circular Economy Initiative for Heston in the Loop.

Strategic Resources Committee Report

The Committee met once since the last full Board meeting on 29 November.

November Finance Report

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

- Invoiced income is £1.24m year to date, below budget expectation by £22k. Additional income has been secured but not yet invoiced to the value of £2.4m (92% of the annual budget).
- Programme expenditure year to date is £1.76m: 10% below budget.
- Net programme expenditure is £524k: 25% below budget.
- Closing cash balance forecast is ahead of budget by £100k at £7.3m.

Committee discussed pipeline and noted some potential new funders, opportunities and challenges.

Treasury Management

The Committee noted that there should be no change to the current treasury management policy (funds on loan to GLA, currently receiving interest at 4.7%).

The unaudited accounts and annual report that will be circulated to Mayor and London Councils as well as used for corporation tax returns was approved.

Committee approved SMT salary band recommendations.

Supporting documents:

Appendix 1 Media coverage

Appendix 2 Events list

Appendix 3 2024/25 Q2 Finance report

Wayne Hubbard, CEO
December 2024

Agenda item 5. Strategy and financial plan update

Following a 12 month development process we are seeking approval from the Board to formally adopt the strategy document and financial plan as the basis for our 2025-2030 Business Plan on the understanding that it may be added to or reshaped in response to the changing wider landscape, such as a Government zero waste economy strategy or a new London Environment Strategy.

ReLondon – our strategic aims

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

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

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

Why a low carbon circular economy? A circular economy is one in which stuff is kept in use for as long as possible, delivering the highest value it can, for as long as it can. So rather than making, using, and then throwing stuff away (a linear system), a circular economy cycles materials, products, and value back into the system – using them again and again, in many different forms. A circular economy is one that is inherently more resilient.

A radical shift to a low carbon circular economy offers a systemic and cost-effective approach to tackling the climate crisis. It addresses behaviour change for the hard to abate emissions that are associated with consumption at the scale needed, across business, citizens, and government. The intersection of these groups catalyses the systemic change needed to reduce consumption-based emissions.

What do we do? ReLondon's unique role allows us to bridge policy to implementation gaps and unlocks progress to a low carbon circular economy.

Policies, solutions, and intentions to change behaviour exist, but so too do practical barriers. ReLondon works in this 'pinch point', providing the capacity and experience to accelerate change.

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

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

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

Our strategic priorities

Our strategic priorities unlock progress by:

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

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

What does this look like in practice?

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

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

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

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

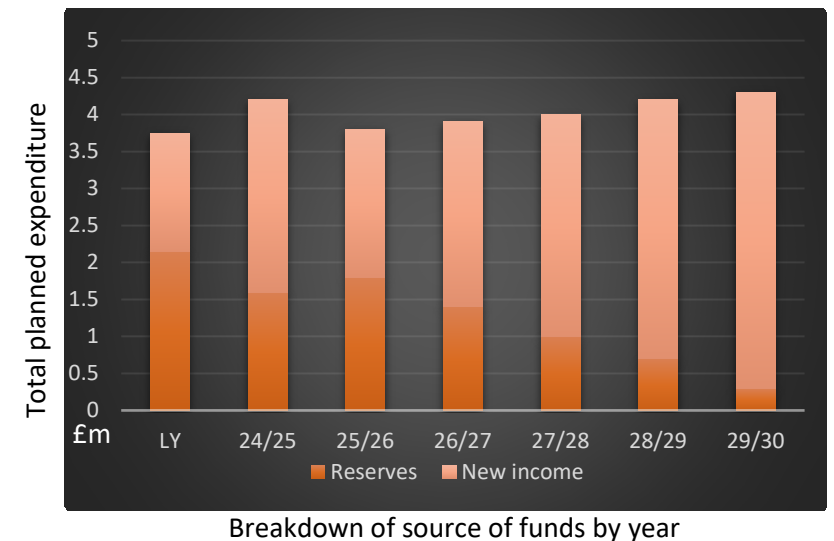
ReLondon was established under the Greater London Authority Act 2007 as the London Waste and Recycling Board (LWARB). Our work is guided by the strategic objectives laid out in this document and by our [Statutory Objectives](#).

Five-year financial plan

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

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

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

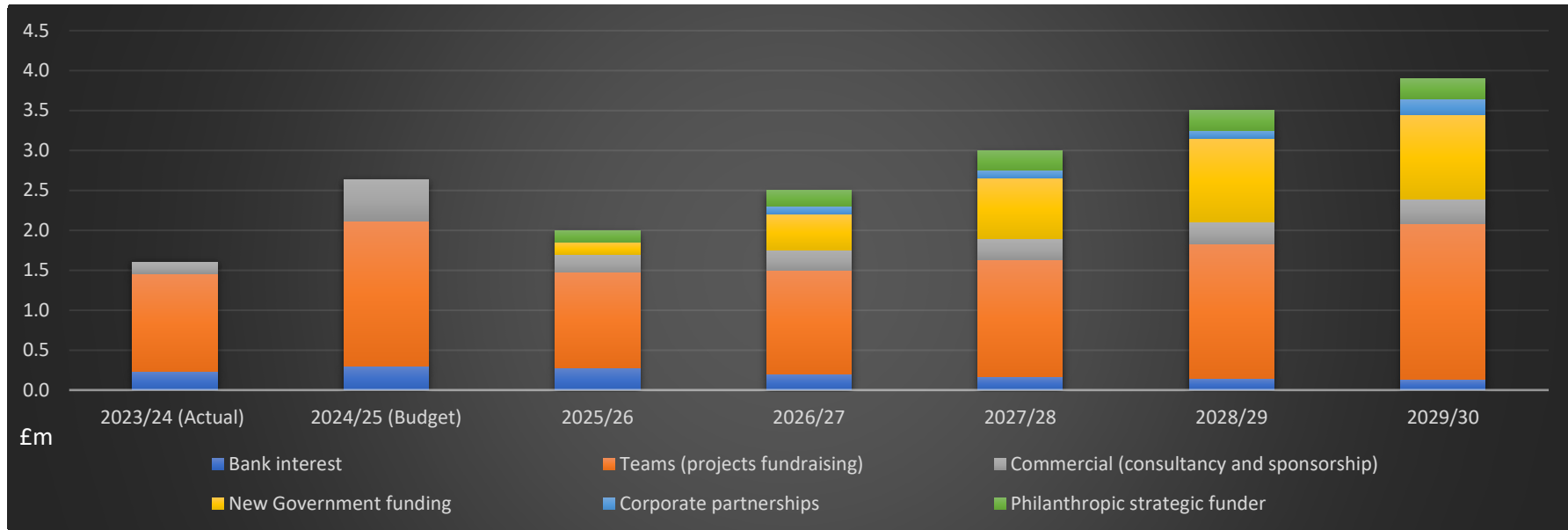


*Reserves is used as a shorthand but it should be noted that ReLondon's reserves are historic Defra funding received in 2008/ surpluses generated over the life of the organisation

New income strategy

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

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



Rationale and action plan

Definitions

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

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

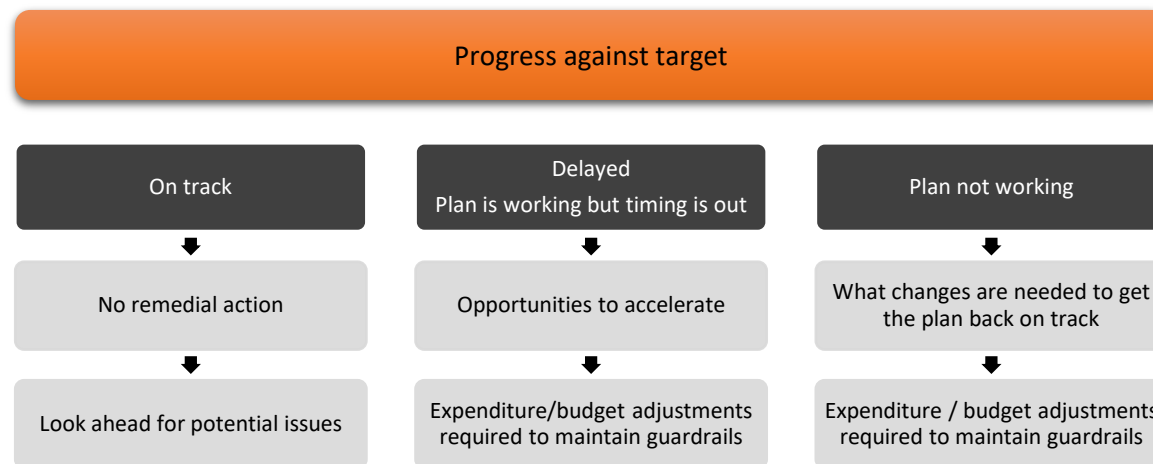
Financial KPIs

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

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

Review and action

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



Agenda item 6: Sub-committee discussion

The challenge

The London waste governance architecture is complex. Not only are there many statutory bodies (the Mayor, the GLA, boroughs, waste disposal authorities, London Councils Transport and Environment Committee) there are a range of formal and informal formal and groupings, forums and programmes. The additional circular economy space means that the range of potential stakeholders and partners within London is large and unwieldy (see map of stakeholders and forums below).

ReLondon, London Councils and the GLA have been in discussion with a view to resolving this and attempting to co-ordinate activity and share good practise and innovation through the establishment of a subcommittee and or advisory working groups.

In addition, ReLondon would benefit from greater engagement and buy in to its programmes and funding activity, by putting in place a structure that could allow partners and other stakeholders a more transparent, accountable and inclusive way of setting its delivery programme and associated performance management and impact assessment, enabling deeper alignment of aims and objectives London wide.

The creation of a new subcommittee or informal steering group has been discussed in a number of formats and forums and is thought could be beneficial to ReLondon and the wider London landscape. This paper is a starting point for the Board to discuss principles prior to developing more detailed processes for how the group could function, and includes the following:

- Purpose of the group
- Vehicle to deliver the purpose
- Membership

Purpose

We have tried to capture what the main purpose of a new group(s) should be to steer the development of a more detailed proposal. We are seeking discussion and input from the Board:

- Bring together appropriate voices to discuss, agree and amplify London relevant issues regarding waste (and CE); be able to speak where possible with one voice (e.g. on issues such as ETS and EPR); be more influential on waste & recycling and circular economy strategy, policy and funding with central Government (e.g. through the Circular Economy Task Force, Defra, Treasury etc).
- One clear vehicle for information and perspective, good practise and resource sharing on all issues relating to waste, recycling and circular economy, streamlining effort and reducing complexity for all.
- Help to set the direction and priorities for ReLondon's programmes to align with Mayoral and borough objectives, enhancing stakeholder engagement to foster stronger partnerships across London. This could include strategic oversight and delegated levels of accountability for ReLondon's work programmes.

Vehicle

All possible vehicles for the delivery of the purpose would require more detailed terms of reference to be developed but some options that could be developed are:

- A formal committee of the board with fixed membership similar to that of the Strategic Resources (formerly Audit) Committee. Responsibilities for certain Board functions delegated to the committee who make recommendations back to the Board for approval. Structured schedule, published agenda and minutes.

Or

- Informal working group(s) with a Board member champion, fixed membership and agenda directed by the Board. Reports into Board (or executive) Structured schedule, agenda and minutes kept. Not published.

Or

- Informal agile working group(s) that are formed and disbanded in relation to specific projects. Content is determined by external landscape such as Government policy agenda and funding opportunities. Membership is transient and issues based, ad hoc and reactive schedule.

Or a combination of the above – for example a ‘programme’ committee supplemented by joint working groups.

Membership

A clear and approved process for appointing representatives for the group(s) will be developed and agreed at a later date (dependent on representation required and agreed vehicle) but in any event we will attempt to recruit a diverse, representative and expert group. At this point we seek a steer on the appropriate mix of member versus officer, and exec versus non-exec membership to best achieve the purpose is sought. We are cognisant of not being too demanding of member time in setting up any new structures (even though board member input in any new committee would be remunerated). Membership of the committee could be flexible to suit the needs of the Board; could change to expand breadth of perspective and engagement; and or include working groups for different purposes as they arise.

Note

A formal Board committee would require Board members to make up some of the membership supported by additional members appointed with expertise and interests in the area.

An informal group without Board members would be able to provide a steer to Board but could not have Board responsibilities delegated to it, and as such would be advisory.

Agenda item 7: Delivery plan updates

Pillar 1: Building evidence to inspire action								
Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Packaging MFA: mapping material and waste flows and CBEs to provide evidence needed for boroughs and GLA to target waste and emissions hotspots	Report	Oct 24 launch	500 page views 1 year after	269 page views so far	Complete	GREEN		PM
Electricals MFA: mapping material and waste flows and CBEs to provide evidence needed for boroughs and GLA to target waste and emissions hotspots	Research phase	Dec 25 launch	500 page views 1 year after	NA	On track	GREEN		PM
Circularity metrics and targets for buildings: recommendations for circularity metrics for buildings that boroughs, the GLA group and private developers can request in their tenders or planning policies. development projects and on a market benchmark analysis.	Report	Mar 25 launch	500 page views 1 year after	NA	On track	GREEN		PM
Food redistribution review: Analysis of the current ecosystem of food redistribution initiatives in London, the barriers to scale and recommend actions for the GLA and the boroughs to take. Now delivered as part of the following Laudes Foundation-funded project	Report	Jan 25 report sent to Laudes	Report submitted to Laudes	NA	On track	GREEN		PM
Consumptions based emissions account: annual analysis of greenhouse gas emissions caused by Londoners consumption.	Report	June 24 launch	Report and dataset launched	NA	Complete	GREEN		PM
London waste composition project: further development and augmentation of waste composition model for London to support policy positions and borough funding negotiations under Collection and Packaging Reforms (Incl. pEPR and Simpler Recycling new burdens funding) and implications of the UK ETS reforms.	Updated dataset	Mar-25	Revised model launch	N/A	On track	GREEN		AB
Waste data project: Review available data on waste and recycling for London and provide analysis on the gaps and opportunities for increasing household recycling rates and addressing the lack of commercial waste data for London to assess what is realistic and ambitions for future scenarios, understanding the current landscape for municipal commercial (business) waste and recycling in London and service readiness for upcoming reforms	Borough RRP impacts report	Oct-24	Report submitted	Report submitted	Complete	GREEN	Resource Futures appointed to develop the model. Initial scoping workshop held with GLA, London Councils and boroughs and JWDA reps	AB
	Mayoral household waste report	Feb-25	Report submitted	N/A	On track	GREEN		
	New or updated London waste model	Mar-25	Model launched and showcased to GLA and	N/A	On track	GREEN		
	Future targets recommendations report	TBC	Report submitted	N/A	Not started	N/A		
	Commercial waste landscape report	Dec-25	Report submitted	N/A	On track	GREEN		
Circular Economy Week: A week of partner-hosted and ReLondon events to showcase progress around the world to build circular economies at a city level; including partnerships with London's boroughs, the GLA and other London partners to inspire further action to build local resilience and support a green recovery.	Events	Nov-24	75	55	Complete	GREEN	55+ events across 8 days. 510 registrations on event portal; c.3,100 registrations for externally hosted events; c.1,830 attendees in total based on averages from survey returns. C.40 active partners but numbers not available yet. 90 attendees at ReLondon launch event.	AM
	Attendees	Nov-24	1000	1,830	Complete	GREEN		
	Active partners	Nov-24	40	40	Complete	GREEN		
Projects pending funding								
Podcast series								

Pillar 2: Equipping local authorities to embed circular practices

Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Heston in the Loop: circular economy neighbourhood demonstrator that enables and encourages the community to waste less, reuse, repair, share and recycle more, through embedded circular economy opportunities at a neighbourhood level. Delivered in partnership with the LB Hounslow in the neighbourhood of Heston Village. Learning and tools will be developed to support borough waste prevention actions	Case study report	Dec-24	150 views 6 months after	N/A	Delayed	AMBER	Final case study write up and toolkit development in progress; progressing. Launch now scheduled for early 2025.	AB
	Toolkit and asset bank	Dec-24	150 views 6 months after	N/A	Delayed	AMBER		
Circular food neighbourhood: circular food community demonstrator, developed and delivered in partnership with the London Borough of Islington, embedding interventions that increase residents' consumption of low carbon food and reduce food waste. The results of the demonstrator will be used to create a case study report, borough toolkit and asset bank which will be shared freely with boroughs, and promoted to support the delivery of borough waste prevention actions set out in their Reduction and Recycling Plans.	Live demonstrator	Oct-24	Project launched	In progress	Delayed	AMBER	Launch of project delayed, due to build schedule disruption caused by new Building Regs. Revised project launch dates TBC but Islington Council working towards community café and wider project launch in mid-February.	AB
	Baseline monitoring presentation	Nov-24	Baseline report (slide deck) received	In progress	On track	GREEN		
Circular neighbourhoods network: collaboration network of London boroughs, NGO and community projects delivering circularity at a neighbourhood/community level, providing one-to-many knowledge transfer through network meetings, workshops/webinars.	Meetings x 4	Mar-25	4 meetings held, membership grown	2 meeting, (incl. 1 site visit)	On track	GREEN	Network meeting held on 21 November at ReLondon with presentation from LB Bexley on their citizen repair training course.	AB
Flats above shops demonstrator (FLASH): demonstrator project, testing interventions to improve recycling service provision to residents living in flats above shops. The results of the demonstrator will be used to support boroughs to deliver requirements set out in the Simpler Recycling Reforms. Evidence gathered during the pilot will also be used to inform London policy and lobbying positions.	Case study report	Mar-25	150 views 6 months after	In progress	On track	GREEN	Pilots now complete and toolkit and report in development	AB
	Toolkit and asset bank	Mar-25	150 views 6 months after	N/A	Not started	N/A		
One to many' borough support: continued promotion of existing ReLondon support assets (including both service and communications toolkits such as the Flats Recycling Package and Cost of Contamination Toolkit); support for the implementation of borough Reduction and Recycling Plans (RRP); and supporting boroughs to prepare for service changes required as a result of the government's collection and packaging reforms, with an increased focus on hard-to-reach communities. This includes creating lobbying positions for London, in collaboration with key London and industry partners, and then representing these positions to national government and other key sector stakeholders at meetings, events and in responding formally to government consultations.	Biannual catch ups with LWAs	Mar-25	two 1-2-1 meetings held with each LWA	In progress	On track	GREEN	London Councils and ReLondon, supported a meeting of Chief Finance Officers from London Boroughs on 19 November to discuss the financial implications of waste reforms (pEPR and ETS). The meeting was well attended with treasurers seeking to understand what actions local authorities can take to influence the development of the reforms and mitigate any potential negative impacts.	AB
	webinars or seminars x 4	Mar-25	Every LWA participates in learning activities.	In progress	On track	GREEN		
	New or refreshed comms assets to support service change created and shared as 'Simpler Recycling' toolkit	Mar-25	0	In progress	Delayed	AMBER		
Commercial waste officers network: convening network of London boroughs commercial waste managers	Meetings x 4	Mar-25	4 meetings held, membership grown	In progress	On track	GREEN		AB
Cross-authority collaboration group (circular construction): convening network of London boroughs' planning, regeneration, infrastructure and asset management officers	Meetings x 8	Mar-25	>15 boroughs engaged	15 boroughs engaged	On track	GREEN		PM
Food procurement commitment (One World Living): Support boroughs signatories to track progress against the commitment targets and encourage and support other boroughs and the GLA to sign up.	Workshops and support delivered to boroughs, in collaboration with London Councils	Mar-25	4+ new signatories	0 new signatories	Delayed	AMBER	Focus shifted to Laudes-funded food project meaning reduced resources available to develop this work.	PM
Plastic pledge (One World Living): data led single-use plastics reduction procurement pledge, through the organisation of a several boroughs workshops.	Workshops and support delivered, in collaboration with London Councils	Mar-25	>15 boroughs engaged	21 boroughs engaged	On track	AMBER	Focus shifted to Laudes-funded food project meaning reduced resources available to develop this work.	PM
London circular textiles action plan (One World Living) Develop the action plan, in partnership with OWL and the GLA, through the organisation of several workshops, and find funding to launch some of the actions.	Textiles Action Plan defined. Boroughs and partners engaged. In collaboration with London Councils	Oct-24	> 15 boroughs engaged Some activities are kicked off	23 boroughs engaged	Complete	GREEN	Boroughs workshop organised in September to launch the action plan. Last stage of finalisation of the action plan, and establishment of a steering group with ~10 leading industry stakeholders. Publication TBC (in discussion with GLA and London Councils).	PM

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

Pillar 3: Empowering businesses to grow the circular economy

Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
High streets beyond waste (pan-London + Southwark): this support will enable high street businesses to trial circular practices that improve resilience and environmental impact. A pan-London offer is being funded by UK SPF and replicated within the borough of Southwark thanks to the council's Southwark Pioneers Fund.	Trainings, 1-to-1 mentorship and grants disbursement of £5,000 to hospitality, retail and beauty/services businesses to implement initiatives.	Mar-25	>75 SMEs receiving financial and/or non-financial support >£260k grants disbursed to SMEs to scale or implement circular initiatives >20 decarbonisation plans created or improved for SMEs	> 73 SMEs receiving support > £255k grants disbursed > 23 decarbonisation plans created or improved	On track	GREEN	22 high street businesses across London have completed the grant programme, receiving £5-10,000 to implement circular initiatives - outcomes data is being analysed and will be showcased in an event in February 2025. In addition, 16 Southwark-based businesses, of which 2 markets, have received £5,000 to implement circular initiatives, with projects underway until Jan/Feb - their results will be incorporated into the February event. More information available here: https://relondon.gov.uk/latest/southwark-council-leverages-local-funding-to-support-high-street-businesses-to-move-beyond-waste	LS
Growing London's circular ecosystem: this pan-London offering funded by UK SPF will finance circular innovators to scale their business models.	£15,000 grants delivered to 6-8 innovative circular start-ups/scale-ups.	Mar-25	>20 introductions brokered for circular economy SMEs	> 59 introductions brokered > Net promoter score 42 based on 81 responses for this FY.	On track	GREEN	10 businesses were selected to receive grants to extend the life of clothes through repair, resale and rental models. Grantees were announced here: https://relondon.gov.uk/latest/relondon-rewear-grant-businesses	LS
Circular Partnerships: this support will improve circular innovators' ability to access partnership and commercial opportunities with public sector organisations such as local authorities, GLA functional bodies, non-departmental bodies and educational institutions. We will deliver This will be a pan-London offer funded by London & Partners.	Training and matchmaking services to ~40 businesses.	Mar-25	Net promoter score provided by supported SMEs (Target: 65+)		On track	GREEN	46 businesses have completed or have support underway under this support package, with delivery due to be completed in December 2024.	LS
Advisory support: this support will help improve the running of circular innovators through targeted advisory support packages that help them overcome specific challenges.	Advisory support to 3-5 circular innovators	Mar-25			Not started	N/A		LS

Pillar 4: Encouraging Londoners to embrace circular lifestyles

Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Repair Week: A week-long campaign engaging partners and repairers across the city to get more Londoners repairing their own things and using more of their local repair services and businesses.	>70 active partners	Mar-25	70 partners	N/A	On track	GREEN	Repair Week will be run by 5 additional cities/regions in 2025: Manchester, Liverpool, Belfast, Cardiff and County Durham. A wider repair network is being actively built and a successful networking event took place in CE Week.	AM
	>120 events	Mar-25	120 events	N/A	On track	GREEN		
	>1 x additional city taking part	Mar-25	1 city	5	On track	GREEN		
London Recycles: multifaceted year-round campaign that includes: <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; Recycle Week: national social media campaign, run by WRAP in September each year and supported/upweighted by a London-based social media campaign on the London Recycles channels. The campaign goal is to provide engaging, up-to-date and accessible information about recycling to Londoners, helping them to recycle more effectively no matter where they are in the city.	Annual update of all borough-related info on website	Mar-25	Website updated	N/A	On track	GREEN	London Recycles (core) campaign is in maintenance phase; website has been updated recently with borough-by-borough service updates. Comms advisory board meetings taking place monthly and gaining traction (although still struggling to get comms team reps from all boroughs). One-to-one engagement with borough comms teams ongoing. Regular social media posting taking place (at least twice weekly) and engagement/interaction rates improving. Content developed specifically for Recycle Week reached 27.6k Londoners organically and 1.1m through paid ads. We had 2.3k click-throughs to the website via the ads and organic engagement rate was high at 6.65%	AM
	Regularized borough engagement and involvement in the campaign	Mar-25	Monthly comms network meetings	7 meetings held	On track	GREEN		
	Min. 2 x weekly posting and increased engagement on social channels	Mar-25	Total 100 postings; increase interactions.	1,422 interactions since July	On track	GREEN		
Love Not Landfill: Series of events (swaps, second-hand pop-ups, repair events) designed to keep clothes in use for longer and reduce textile consumption; supported by digital campaign in collaboration with charities, influencers and campaign groups to reach a younger audience 'where they are'.	Partnership numbers	Mar-25	10	3	On track	GREEN	Graduate Fashion Week pop-up was with 3 partners. A series of 'make friends' events are in planning for January and partners currently being secured. Posting on LNL social channels continues once a week; views and interactions (previously impressions and engagement) maintained over past two months, with a steady increase in followers. Social content is being commissioned with Earth Minutes (vox pop-style) to come out as paid adverts in January-April (four pieces; one per month).	AM
	Event numbers and attendees	Mar-25	10 events; 1,000+ attendees/ beneficiaries	1 event; >10k attendees at GFW	On track	GREEN		
	Reach and engagement on social media.	Mar-25	Maintain or exceed an average 4.3% engagement rate on social media	currently maintaining	On track	GREEN		
Love Not Landfill: Love Not Landfill also manages a small fleet of clothing banks, collecting unwanted clothing at c.8 sites (fluctuating through the year) across London. These are refurbished and maintained year round, with clothes collected by partner, GOOD, either being sold in their shops or resold via second-hand markets; but will be actively managed down this year as a lower priority action for textiles.	3 x refurbished banks back out in situ	Mar-25	n/a	Banks handed over	Complete	GREEN	It was decided at the beginning of the financial year to divest ReLondon of the LNL clothing banks. An agreement was negotiated with TRAIID who have taken over their operation and are in the process of repairing and rebranding all banks. In return they are working in partnership with us to run events in the new (calendar) year.	AM
	Improved locations and process for existing banks	Mar-25	n/a	Banks handed over	Complete	GREEN		
Behavioural approach review: A review of our current approach to behaviour change and campaigns including: behavioural systems mapping; research and data analysis to identify the most powerful levers for change at a city level; developing proposals for future campaign and behaviour change activity which targets (a) most impactful and (b) most fundable propositions.	Prioritised target behaviours and ways of tackling them agreed	Mar-25	Hierarchy of behaviours developed and agreed with SMT, Board and borough comms advisory	N/A	Delayed	AMBER	This work has been postponed due to commercial contract win as well as circular food neighbourhood work which has taken up capacity. Will be revisited later in the year when reprioritisation has taken place; and learnings from neighbourhoods and commercial contract work will feed into future behaviour change approaches.	AM
	1 x analysis and recommendations for future behaviour change and campaign activity agreed	Mar-25	Recommendations agreed	N/A	Delayed	AMBER		
	A series of min. 5 x fundable campaign propositions developed for sharing with partners	Mar-25	5 x campaign propositions	N/A	Delayed	AMBER		

Additional funded projects								
Eat like a Londoner: continuation of multi borough campaign to reduce climate impact of wasted food and to encourage more plant based eating. Three phase media campaign including social media and out of home.	Active borough partner engagement	Mar-25	min.20 boroughs	21	Complete	GREEN	Christmas content being developed for organic posting; and paid content from 4 x London-based food influencers being commissioned for March final media burst.	AM
	Core funding secured to run and fund campaign	Mar-25	£210k funding secured	£212k secured	Complete	GREEN		
	Awareness Consideration Engagement		TBC			On track	GREEN	
Tower Hamlets: commissioned ReLondon to develop and test a community engagement campaign in targeted areas of the borough with audiences in specified housing estates. The work includes development of a toolkit and assets which the council can deploy across other areas of the borough, aiming to increase good recycling behaviours.	TBC	TBC	TBC				Work is underway on designing and setting up 20 x school engagement sessions from mid-January; and 10 x mosque engagement sessions from late March (during Ramadan). The goal is to engage people in community settings in order to increase effective recycling behaviours at home. Theory of change being developed with council team currently and indicators will be agreed by Christmas.	AM
				£212k	Complete	GREEN		
Projects pending funding								
Pan London recycling campaign								
Love not landfill (boosted)								
Electricals and packaging behaviour change								
Mindful Shopper guide to living with less waste								

Supporting functions								
Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Finance and fundraising: increase income generated by 35% and maintain clear guardrails on spending from reserves to achieve target cash balance target.	£2.6m income target	Mar-25	£2.6m	£2.3m YTD	On track	GREEN	92% of income secured by end Nov. No expected changes to spending from reserves.	JR
	£1.6m max spending from reserves	Mar-25	£1.6m	Projected £1.6m	On track	GREEN		
	£7.12m YE cash balance	Mar-25	£7.12m	Projected £7.18m	On track	GREEN		
Five year financial plan with supporting advocacy plan to achieve income targets signed off by Board by March 2025	Five year financial plan	Jan-25	Plan approved by March 2025	N/A	On track	GREEN	More to do to lay out longer term plan, but significant progress made in initial focus areas (clearer strategy, government relationships).	KR
	People: launch a new pay structure along with clear and specific progression and professional development plans to motivate staff and focus on performance culture, contemporise organisational policies, benchmark and monitor staff engagement and satisfaction through a new staff survey	New pay structure	Dec-24	0	N/A	Complete		
	Employee handbook	Dec-24	0	N/A	Delayed	AMBER	Employee handbook now won't be released until Jan - but first tranche approved by SMT and will be reviewed by employee forum on 10/12. Sourcing provider for staff survey proving to be trickier than expected and will not happen before Christmas.	JR
	Staff survey	Oct-24	0	N/A	Delayed	AMBER		
External relations/Stakeholder engagement: Improved relationships with senior decision makers in C Government, allowing space to share London's priorities, and initiate a conversation on future funding of ReLondon by Defra. Improved and deepened relationships with key individuals within key local government groups (eg. TEC, OWL).	Active plan for engagement with 4 key central and local govt. stakeholders.	Mar-25	Tangible role established with Defra. Relationship building with 5 key individuals from 3 key local govt groups (e.g. OWL.TEC).	N/A	On track	N/A	More to do before the end of the year with local government - still relationship development needed across boroughs and wider London local government landscape. GLA funding conversation still to be had.	KR
	Communications: Continued support for the wider ReLondon team to develop, produce and publish regular articles, insight notes, case studies, toolkits and reports to inspire and influence a wider government and business audience on circular economy theory and practice. This includes BAU activities such as 'always-on' social media, website maintenance and development, webinars and report launches, as well as ReLondon's annual impact report production.	Updated corporate website and rationalized approach to web hosting and maintenance	Mar-25	Improved website		Delayed		
	Impact report published	Dec-24	Report published	N/A	On track	GREEN	Updated content structure and navigation was developed and agreed in May 2024; but capacity has been limited to implement. Currently the plan is to implement in time for January impact report launch.	AM
							Agency contracted and first draft copywriting complete; design concepts pending (preferred design route will have been selected by the time of this Board meeting and can be shared in-person).	AM
	Growth in social media engagement and following	Mar-25	Increased numbers	11,011 followers 6.8-6.9% engagement rates	On track	GREEN	We have seen an increased average engagement rate on LinkedIn for August - October, at 9.68%. The rise in average was caused by a significant spike around CE week, with the October engagement rate being 15.6%.	AM