

London Waste and Recycling Board Board Meeting

2pm-4pm Thursday 3 April 2025
Belvedere 5, Sustainable Workspaces, County Hall,
Belvedere Road, London SE1 7PB



Agenda

Part I: Regular business

No.	Item	Pg	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: Q3 Finance report
5	Delivery plan and budget 2025-26	-	For discussion and approval	4. Business Plan 2025
6	London Policy Influence Working Group	8	For discussion	
7	Delivery plan updates 2024-25	10	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 **12 December 2024**, at: Sustainable Workspace, County Hall, Belvedere Road, London SE1 7PB and remotely via Zoom.

Board Members Present

Mete Coban (Nominated Chair)
Cllr Mike Hakata
Cllr Jo Blackman
Cllr Nicholas Bennett
Chantelle Nicholson
Joe Murphy

Approved at ReLondon Board Meeting on 3 April 2025

Signature:

Also Present

Board advisors: Shaun Spiers, Mike Brown
ReLondon: Wayne Hubbard, Ali Moore, Antony Buchan, Jo Rogers, Katie Rowberry,
Pauline Metivier, Ellie Cunningham
GLA: Jemilah Bailey
London Councils: Mark Fletcher

Minutes

Part I: Regular business

1. Welcome and apologies.

It was noted that Mete has been nominated as Chair of ReLondon by the Mayor and the confirmation hearing had taken place, however the formal process is not concluded. The Board approved Mete to Chair the meeting and for completeness any decisions would be formalised via written resolution.

Apologies received from Cllr Krupa Sheth and Katharina Winbeck.

2. Declarations of interest

MH declared role as Vice Chair of North London Waste Authority.

3. Minutes of the previous meetings

Minutes of the previous meeting were approved.

4. CEO's report

WH presented a report on the organization's recent activities and future plans. The report highlighted funding for the current financial year is secured and attention turns to next and subsequent years income generation. Upcoming changes to the UKSPF, which currently funds a significant portion of the BTSS team's work, were noted and reassurance given that ReLondon will keep a close eye on developments.

Partnerships

KR shared updates on developing partnerships and discussion was had on potential opportunities for financial and intellectual collaborations in the future.

It was noted that there is a specific corporate with whom partnership discussions are developing well and that is likely to be brought back to the Board for a risk conversation in a future meeting.

The Board emphasised the importance of a dual approach: proactively seeking partnerships and leveraging major events to attract potential partners. Opportunities to engage with the London Climate Action Week and the London Green Summit were highlighted in relation to renewed mayoral interest in elevating such events over the coming year. Similar opportunities were highlighted for the upcoming anniversaries of C40, COP and the Paris Agreement, and MC flagged

the value in considering how we can position ourselves in relation to such events to generate new partnership opportunities.

Strategic resources committee (SRC) report

JM shared top line summary of SRC discussions, presenting key updates and noting the committee's approval of a new salary structure.

5. Strategy and five year financial plan

The Board approved the organisation strategy and financial plan in principle and NB commended KR for her work on this project and continued engagement with the Board over previous months.

The unique value proposition of ReLondon was discussed, highlighting its focus on practical solutions and its position within the London governance landscape as key factors which set the organisation apart from others in the field.

It was suggested that whilst operational KPIs are helpful, there can be a danger of delivering outputs without achieving impact. As such a brief 'are we winning?' discussion would be useful at each board meeting.

Action: SMT agreed to develop an appropriate approach to update the Board on progress against strategic priorities at future meetings.

It was noted that the Delivery Plan would not be coming to the Board until March for approval and implementation from April (note: delays in Board business, general election, change of chair).

Board requested a clear link between the strategic priorities and the annual delivery plan.

Action: SMT to agree process for development of the delivery plan that enables appropriate input and review from Board prior to publication deadline.

6. Subcommittee discussion

WH introduced the proposal to create a subcommittee or working group(s).

The Board discussed the potential merits and challenges of the proposal, and the following points were noted:

- The creation of such a group is likely to happen with or without ReLondon's involvement, as there is a need for a unified voice within London. Board members agreed that facilitating the creation of such a group would be a positive way of solidifying ReLondon's position within the space, returning in part to the original purpose of the organisation as a convener.
- There is a risk of duplicating the purpose of London and its board, which could be mitigated by setting a clear and specific remit for the proposed working group, after the fulfilment of which it should be dissolved, or its objectives re-evaluated.
- While a formal group could garner greater impact and ownership, an informal approach may facilitate more open and honest insights.

Action: It was agreed that an initial pilot of a working group should be tested with stakeholders and, assuming there is appetite, a 'sprint' focused on the development ReLondon's delivery plan for 2025-26 should be implemented.

Following review of the pilot a more refined proposal will be brought back to a future meeting.

7. Delivery plan progress report

SMT outlined highlights on each area of the delivery plan. In addition:

AB gave a summary update on Packaging Extended Producer Responsibility (pEPR) payments as outlined by Defra, highlighting the purpose of the payment scheme, the lack of a ringfence on funds and the disparities in amounts received by local authorities.

Uncertainties with the future of UKSPF funding were reiterated and the board was assured that teams are working closely with the GLA, boroughs and regional partners to align on approaches.

Part 2: Confidential business

8. Commercial updates

Commercial updates were discussed throughout the meeting. A new £2 million funding opportunity which is in the early stages of the pipeline was discussed and whilst it is a realistic lead, the Board were advised to manage expectations on the value and likelihood of success. MC offered his support in pursuing this funding and the team will follow up.

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: At the March Strategic Resources Committee, the secured income for financial year 2024/25 was reported as over £2.5m of £2.6m budget. Despite not hitting the target this has been a record income generation year for ReLondon and the team should be commended for their efforts and success. In addition expenditure has been controlled and it is expected that we will exceed our budgeted year end cash position.

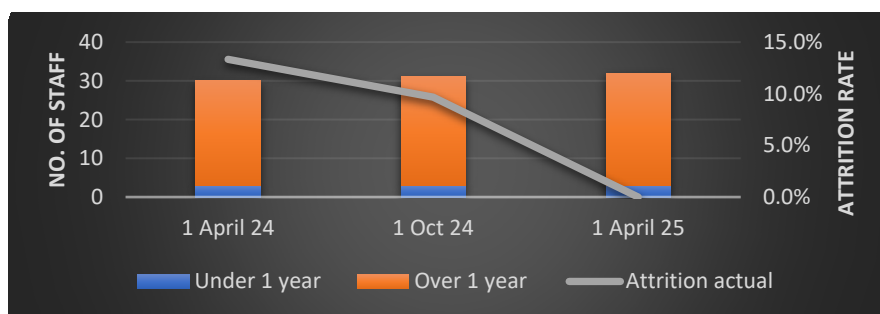
The income target for 2025/26 was discussed and recommended for approval by Strategic Resources Committee (to be discussed under item 5), it reflects that continuation funding from UKSPF and London & Partners has been significantly reduced for the financial year.

The target for secured income by 1 April is 45% or £900k. Currently income secured is £290k although bids are in for over £1m and outcomes expected soon. A verbal update will be provided.

Plans: Later in the papers approval is sought for the new iteration of the business plan which includes a draft theory of change, delivery plan and budget for 2025-26.

Partners: We are continuing to develop partnerships across government, corporate and philanthropic sectors, despite somewhat challenging landscape. Wayne is still an active member of the Circular Economy task force and recently took part in a panel event at a Defra away day. Our corporate partnership proposal is still under development but has suffered because of the current dip in business confidence, however following a successful learning grant we have been invited to develop a much larger scale proposition to a foundation for a new programme of work. (To be discussed further in confidential section).

People: Following the restructure of the Central team in March 2024 the organisation has stabilised and there have been no unplanned leavers since 31 March 2024. Permanent team numbers have increased to 32, the strategic advisor for Built Environment contract was made permanent following successful funding from the Laudes Foundation and Build Zero (a UKRI-funded research project led by the University of Sheffield) and a new research advisor started in post in February.



Attrition rate at 1 April 2025

Communications and publicity

Press releases:

Since the last Board meeting one operational notice was issued to journalists in December 2024 announcing the upcoming London Repair Week in March 2025. A full press release containing Repair Week events listings and results from a survey into Londoners' repair habits was issued ahead of Repair Week (3-9 March). Highlights of Repair Week coverage included a 3-minute package on BBC London broadcast news on Monday 3rd March; and a similar length package on BBC Morning Live (filmed in Salford with our partners at GMCA) on Tuesday 4th March.

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:

- **Network Plus in Circular Fashion & Textiles – Annual Research Meeting – 14/01/2025**
Rachel Singer presented ReLondon's work in driving circular transformation for London's fashion and textiles sector.
- **Communications Conference 2025 – 05/02/2025** – Katie Moriyama presented ReLondon's approach to running behaviour change campaigns and shared examples of current campaigns.
- **Innovate UK Materials and Manufacturing Showcase – 19/02/2025** – Graeme English spoke about material recirculation and resource efficiency.
- **High Streets Beyond Waste final event – 20/02/2025** – ReLondon hosted a celebratory event showcasing the results of our UKSPF and Southwark-funded High Streets Beyond Waste grant programme featuring opening remarks from Deputy Mayor Mete Coban and Cllr Batteson and attended by 44 representatives from national & local government and funded businesses.
- **Jean Stokes Community Café launch, Caledonian Ward – Islington – 21/02/2025** The Circular Food Community project (in partnership with Islington Council) officially launched on 21st Feb, with the opening of the Jean Stokes community cafe. The event was a community celebration, over 300 meals served. The café will now open every Friday, serving meals prepared from surplus food supplied by local businesses and the Felix Project.
- **Webinar – The power of repair – 06/03/2025** – Ali Moore chaired a webinar for Repair Week focusing on the power of repair to tackle waste and consumption along with added economic and social value benefits.
- **Sustainable Lifestyles Summit – 10/03/2025** – Ali Moore joined a panel about running behaviour change campaigns at a summit hosted by Accenture Song and IKEA
- **ReWear grantee final event – 13/03/2025** – ReLondon's business transformation team hosted an event celebrating the end of the six-month ReWear grants programme.

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

Awards:

- **MJ Awards 2025** – ReLondon has been shortlisted for the Heston in the Loop project, in the Innovation in Delivering Sustainability and Social Value category. Winners will be announced on 20 June 2025.
- **Awards for Excellence 2025** – ReLondon has submitted an entry for The Best Local Authority Recycling Initiative category for the flats above shops (FLASH) recycling project. The shortlist will be announced in April 2025, ahead of winners announced in May 2025.

Strategic Resources Committee Report

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

November Finance Report

The Committee noted the Q3 Finance Report as presented), headlines of which were:

- Invoiced income is £1.9m year to date, below budget expectation by £109k. Additional income has been secured but not yet invoiced to the value of £2.5m (95% of the annual budget).
- Programme expenditure year to date is £2.9m: 7% below budget.
- Net programme expenditure is £982k: 9% below budget.
- Closing cash balance forecast is ahead of budget by £93k at £7.27m.

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 4.45%).

The committee discussed the proposed budget and recommend it for approval but noted that it is prudent.

Committee approved 3% cost of living uplift to salaries based on consumer price index.

Supporting documents:

Appendix 1 Media coverage

Appendix 2 Events list

Appendix 3 2024/25 Q3 Finance report

Wayne Hubbard, CEO
March 2025

Agenda item 6: London Policy Influence Working Group

There are currently high levels of central government engagement in Circular Economy, including the formation and implementation of significant policy (including the collection and packaging reforms and the application of the Emissions Trading Scheme to municipal waste incineration).

We aim to maximise London's influence with central government and ensure the best deal for London as national circular economy policy takes shape.

To support this, ReLondon will convene a 'London Policy Influence Working Group' to allow us to have effective and aligned communications with government and better use our shared networks and expertise to work together for London's interests.

We aim for this group to be agile and focused on getting London ready to respond to an evolving policy making environment in Circular Economy.

To do this, we will aim to:

- I. Build shared understanding on key questions:
 - What is the 'London view' on key circular economy related issues? What is important and what's the priority?
 - Which areas of work could be usefully undertaken at London level to provide efficiencies? (for example, communication campaigns, research, pilot to scale up good practice).
 - What examples of good practice are happening in London that can be scaled up and rolled out for other areas? (such as circular hubs; business support; recycling methodologies, waste reductions techniques or toolkits).

In addition to these questions, we welcome input from the group on additional questions for discussion.

2. Improve the effectiveness of London's engagement with central government on waste and circular economy related issues.

We aim to ensure that we are ready to engage with and respond to strategically important opportunities with central government as they arise, by:

- Leveraging our joint networks and contacts within central government to significantly increase our impact. We want to make the most of the considerable networks and relationships which exist at London level within central government to get the best deal for London.
- Regularly sharing information about central government policy formation.

How will this work?

- The group will be chaired by ReLondon chair Mete Coban, with support on running of the group from ReLondon (Head of Partnerships & External Affairs, Katie Rowberry).
- In the first instance we will run one session as a pilot and then assess usefulness and agree next steps.
- This is a working group, not a formal part of ReLondon's board (it is not delegated by ReLondon's board, who are free to engage as much as is useful at their discretion).
- The group will be composed of interested and engaged colleagues from across London – including a mixture of senior local authority and elected local and assembly members.

- The Chair of ReLondon, Mete Coban, in close consultation with London Councils, will appoint London Policy Influence Working Group members.

Support from an officers' group:

To provide focus and a 'starting point' for the London Policy Working Group, a London officers group will meet in advance of the main working group, to:

- **Share and map our priorities for national government** – which issues are important? How do our priorities overlap and differ? Which issues might have the most traction with national government, and which might be more challenging?
- **Share what we know:** latest intelligence and thinking from national government circular economy policy development – what have we all learned from central government conversations? What does this mean for London? What information needs to be shared further, and what action do we need to take?

The officers' group will produce a short mapping document, to show priorities, including where these overlap and differ. This will give the London Policy Working Group a starting point for their discussions, and will identify areas of divergence and disagreement, as well as alignment.

Agenda item 7: Delivery plan updates

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

Pillar 1: Building evidence to inspire action								
Projects	Outputs	Due	KPI	KPI YTD	Status	RAG	Notes	Owner
Packaging MFA: mapping material and waste flows and CBEs to provide evidence needed for boroughs and GLA to target waste and emissions hotspots	Report	Oct 24 launch	500 page views 1 year after	386 (unique) page views 5 months after	Complete	GREEN	Launched in October 2024	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	Delayed	AMBER	Project was delayed for a few months because of the transfer of the research we work with from Brunel University to Oxford. Her team is now set up and the work has started. Publication is now planned for February 2026.	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	Delayed	AMBER	Busy schedule for our built environment lead because of many concurrent funded project. A short extension to the project (1month) has been agreed with the funder (Ramboll Foundation).	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	Complete	GREEN	Report submitted to Laudes in January. Ongoing discussions for a subsequent food programme delivery in 2025-27	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	Dataset launched in June	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	Latest data set received. Analysis now includes data from 30 of the 33 London Boroughs (including summarised data from joint disposal authorities). The covering report will be updated and republished	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	Model development progressing well,. The model will include four scenarios: simpler recycling, DRS, and a CE / waste minimisation scenario. The model will also include carbon metrics to assess potential implications of ETS.	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, hosted by 40 partners. 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. 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 scheduled for spring.	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	On track	GREEN	Project officially launch on 21st Feb, with the opening of the community cafe. The event was a community celebration with over 300 meals served. The café will now open every Friday, complimented by multiple interventions including UKSPF business workshops, school canteen training provided by ProVeg, cooking and food growing workshops, TGTG to name just a few!	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 4 February at Work & Play Scrapstore in Tooting	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	On track	GREEN		
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	Webinar held on 25 February focusing on preparing for Simpler Recycling - attended by 60 borough and waste authority officers. Comms assets update has been initiated and a designer briefed; and consultation will start during March.	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	Consultation with 5-10 boroughs on comms toolkit needs.	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	With simpler recycling also required for non-household municipal waste this network is critical to helping boroughs prepare. Last meeting held on 28 January was attended by 27 boroughs.	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	1 new signatories	Delayed	AMBER	1 new signatory to the food procurement pledge (Barking and Dagenham) in March 25, leading to 5 signatories in total. Ongoing discussions with London Councils to redesign the pledge to enable more boroughs to participate.	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	GREEN	Launch of the plastics pledge aimed for April-May 2025	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	Public launch of the pan London Textiles Action Plan during a dedicated webinar on March 31st. This is a joint launch with London Councils and the GLA.	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	Aimed to deliver September 2025.		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	Complete	AMBER	Exploring collaborative programming for London Climate Action Week and Fashion Week(s) involving a communication/advocacy campaign alongside global partners. Additional concept note being developed by ODI on building a global green fashion industry from April 2025.		PM
North London Waste Authority Repair Voucher Scheme (RVS): Partnership with The Restart Project and FixFirst to deliver the UK's first repair voucher scheme for electricals. This scheme will operate from April to September 2025 and offer citizens 50% off of the cost of repair at participating high street businesses.	Output: Development of administrative process, 1 final report, 1 event	Sep-25	1000 vouchers disbursed, >12 businesses participating	In progress	On track	GREEN	Delivered by September 2025		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	> 125 SMEs receiving 542 hours of support > £271k grants disbursed	Complete	GREEN	40 high-street businesses across London and in Southwark have received training and bespoke action plans identifying circular economy initiatives for their business. In addition, 38 businesses (of which 2 markets) have received grant funding between £2,500-10,000 to implement circular economy pilots, with results showcased at an event on 20th February.	LS
Growing London's circular ecosystem: this pan-London offering funded by UK SPF will finance circular innovators to scale their business models.	£15,000 grants delivered to 6-8 innovative circular start-ups/scale-ups.	Mar-25	>20 decarbonisation plans created or improved for SMEs >20 introductions brokered for circular economy SMEs Net promoter score provided by supported SMEs (Target: 65+ - 'Excellent')	> 41 decarbonisation plans created or improved > 142 introductions brokered > Net promoter score: 49 - 'Great' based on 126 responses for this FY.	Complete	GREEN	10 businesses were selected to receive grants of £10-15,000 each to extend the life of clothes through repair, resale and rental models, with results showcased at an event on 13th March. Total grant programme value: £144k (via UK Shared Prosperity Fund)	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	>20 decarbonisation plans created or improved for SMEs >20 introductions brokered for circular economy SMEs Net promoter score provided by supported SMEs (Target: 65+ - 'Excellent')	> 41 decarbonisation plans created or improved > 142 introductions brokered > Net promoter score: 49 - 'Great' based on 126 responses for this FY.	Complete	GREEN	45 businesses have received training and advisory support, as well as tailored brokerage, to help them better partner with public sector organisations such as universities, cultural institutions and councils.	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			On track	GREEN	We have moved away from in-depth support with fewer businesses to instead provide lighter-touch, on-going advisory and promotional services to businesses in the community. 14 businesses received tailored copywriting support from an external specialist to improve the positioning of their product/service with public sector organisations and investors. In addition, 5 businesses were selected to showcase their offering on a webinar with NHS London professionals responsible for updating Green Action Plans within the coming year. Finally, 10 businesses were selected to whocase their offerings at the inaugural CE Week Business Showcase. A final 18 businesses have applied to receive outsourced specialist support to improve their impact tracking & reporting, due to complete by end Mar.	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	70	Complete	GREEN	Repair Week took place with 6 additional cities/regions in 2025: Manchester, Liverpool, Belfast, Cardiff, County Durham and Northern Ireland. Our London repair network (80 partners) organised over 230 events, including a significant increase in South London boroughs. National and regional media coverage secured; report to follow before end March.	AM
	>120 events	Mar-25	120 events	220	Complete	GREEN		
	>1 x additional city taking part	Mar-25	1 city	5	Complete	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. <p>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.</p>	Annual update of all borough-related info on website	Mar-25	Website updated	Complete	Complete	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. Christmas low waste tips and tree recycling information saw a spike in website traffic in January - with an increase from 9k users in December to 14.7k users in January. Content in the run up to and during Repair Week has performed well and boosted content has led to a healthy 2.5% follower increase for the London Recycles Instagram channel and driven traffic to the Repair Week events webpage.	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.	1,844 interactions since December	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	10	On track	GREEN	Graduate Fashion Week pop-up was with 3 partners. Three 'make friends' / charity shop late events took place in partnership with the Lonely Girls' Club at Crisis, Shelter and Barnados shops in South London, attracting new audiences. A clothes swap in partnership with Loanhood in Southwark took place in January. Influencer content continues to boost reach and engagement on LNL social channels, with a steady increase in followers. A charity shop challenge is being planned for the end of March.	AM
	Event numbers and attendees	Mar-25	10 events; 1,000+ attendees/ beneficiaries	5 event; >10k attendees at GFW c. 500 across event series and swap event	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	All banks handed over to TRAUD.	AM
	Improved locations and process for existing banks	Mar-25	n/a	Banks handed over	Complete	GREEN		
Behavioural approach review: A review of our current approach to behaviour change and campaigns including: behavioural systems mapping; research and data analysis to identify the most powerful levers for change at a city level; developing proposals for future campaign and behaviour change activity which targets (a) most impactful and (b) most fundable propositions.	Prioritised target behaviours and ways of tackling them agreed	Mar-25	Hierarchy of behaviours developed and agreed with SMT, Board and	N/A	Delayed	AMBER	This work was postponed due to capacity issues. A more methodological approach will be developed in 2025-26 FY using learnings from neighbourhoods and commercial contract work; it will focus on good practice processes and considerations to use when designing, delivering and evaluating behaviour-based project or campaign work. It will also tie in with the development of the citizen tracker planned for 25-26 FY.	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	Final media burst (using commissioned influencer content) going live before end March; this will conclude Eat like a Londoner in its current form. A final learnings report will be produced in April. Conversations have begun with OWL and WDAs about next steps for a London-wide campaign on food waste prevention and recycling (a 'pivot' plan).	AM
	Core funding secured to run and fund campaign	Mar-25	£210k funding secured	£212k secured	Complete	GREEN		
	Awareness Consideration Engagement	Jun-25	TBC	Engagement: 73,639,693 total impressions (+35% vs. year 1, despite 39% decrease in media budget) Awareness: 1 in 20 Londoners report having seen our ads in the last few months. This increases to 3 in 20 Londoners for 21-44 year olds in campaign boroughs and 1 in 10 parents of children under 12.	On track	GREEN	32 of the 33 boroughs and three waste disposal authorities have been consulted on 2024-25 plans and funding for continuation of the campaign; and options for the potential future of any food campaign being developed in response to consultation. It has now been agreed in principle with OWL (owner of the campaign) that it will pivot	
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.	Engagement	TBC	20 schools and 10 mosques participating; 400 pupils and 80 congregants engaged.	8 schools and 4 mosques engaged to date; knowledge and motivation tracking still in progress.	On track	GREEN	The delivery phase is underway with school engagement sessions booked in and going well; mosque engagement is slower but getting there. The goal is to engage people in community settings in order to increase effective recycling behaviours at home. The project timeline has been slightly extended to allow for pace of engagement with mosques in particular.	AM
	Capability / knowledge		50% increase in knowledge amongst pupils about what can and cannot be recycled.					
	Motivation to recycle from home		200 home pledges returned		On track	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	£2.5m YTD	On track	GREEN	95% of income secured by end Jan. Projected to finish year at 98% but with reductions in spending draw on reserves expected to reduce to £1.5m	JR
	£1.6m max spending from	Mar-25	£1.6m	Projected £1.5m	On track	GREEN		
	£7.12m YE cash balance	Mar-25	£7.12m	Projected £7.27	On track	GREEN		
Five year financial plan with supporting advocacy plan to achieve income targets signed off by Board by March 2025	Five year financial plan	Jan-25	Plan approved by March 2025	N/A	On track	GREEN	More to do to lay out longer term plan, but significant progress made in initial focus areas (clearer strategy, government relationships).	KR
People: launch a new pay structure along with clear and specific progression and professional development plans to motivate staff and focus on performance culture, contemporise organisational policies, benchmark and monitor staff engagement and satisfaction through a new staff survey	New pay structure	Dec-24	0	N/A	Complete	GREEN	Employee handbook rolled out March, staff survey project being extended to a broader organisational development piece and is expected to kick off in Q1	JR
	Employee handbook	Dec-24	0	N/A	Complete	GREEN		
	Staff survey	Oct-24	0	N/A	Delayed	AMBER		
External relations/Stakeholder engagement: Improved relationships with senior decision makers in C Government, allowing space to share London's priorities, and initiate a conversation on future funding of ReLondon by Defra. Improved and deepened relationships with key individuals within key local government groups (eg. TEC, OWL).	Active plan for engagement with 4 key central and local govt. stakeholders.	Mar-25	Tangible role established with Defra. Relationship building with 5 key individuals from 3 key local govt groups (e.g. OWL, TEC).	N/A	On track	N/A	More to do before the end of the year with local government - still relationship development needed across boroughs and wider London local government landscape. GLA funding conversation still to be had.	KR
	and rationalized approach to web hosting and maintenance	Mar-25	Improved website		Complete	GREEN	Updated ReLondon website went live mid-March and is under close review to ensure that all content is up-to-date and links all working.	AM
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.	Impact report published	Dec-24	Report published	N/A	Complete	GREEN	Published in February. Downloads and link clicks to date: 314 page views and 74 report downloads so far	AM
	Growth in social media engagement and following	Mar-25	Increased numbers	12,317 followers 8.6% average engagement rate over 12 months	On track	GREEN	LinkedIn following increased by a steady 18% during FY24-25. Engagement rate peaked at 15.6% during October for Circular Economy Week, against an average rate of 8.6% annually - over 2.5 times higher than the average company LinkedIn page of 3.6%	AM