

1. Introduction

ReLondon's business plan continues to develop with input from the Board and our partners. The strategic aims, priorities and five year financial plan were approved in December 2024 and are included in this document for context and completeness. Additional items are a draft illustrative theory of change document to map how activities translate into wider outcomes and impacts; the delivery plan for 2025-26 and the annual budget.

The theory of change is a work in progress, but we are presenting it here in draft format to test with the Board and receive feedback. The delivery plan and budget are presented for approval.

2. 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.

3. 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.

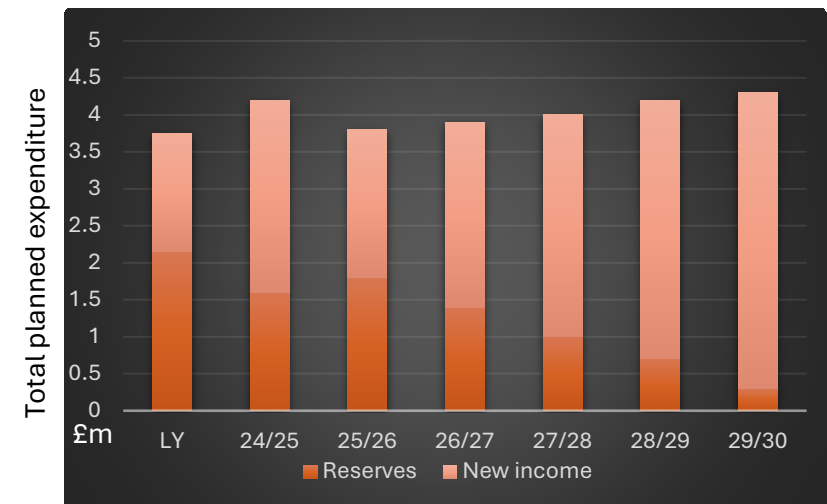
Strategic priority 3: Promoting replication and scale beyond London. While practical progress in London is our priority, we design for replication and proactively engage with UK and global cities and networks to scale our work, achieve wider impact, and bring best practice back to London. We want to 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.

4. 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



Breakdown of source of funds by year

*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

5. Delivery plan 2025-26

We recognise the importance of continuous engagement with partners as work is developed and undertaken, to ensure we can effectively, support the priorities of the Mayor of London and London Councils. ReLondon supports the delivery of the London Environment Strategy, and the London Councils' Climate Programme (including the One World Living Theme).¹ The planned activities for 2025-2026 listed below closely relate to and are intended to support these agendas.

We organise our work (activities listed below) into four delivery pillars, which describe what we do, and are closely connected to both London Councils priorities² and the London Environment Strategy³:

- **Pillar 1:** Building evidence to inspire action
- **Pillar 2:** Equipping local authorities to embed circular practices.
- **Pillar 3:** Empowering businesses to grow the circular economy.
- **Pillar 4:** Encouraging Londoners to embrace circular lifestyles.

A unique year for our context

The financial year 2025-26 will be an important year of policy development at national and London level with a newly appointed national government and a new mayoral term in London. Developing the circular economy in London is critical to the delivery of ambitious economic and environmental agendas at national and regional levels.

In response to this unique opportunity, ReLondon will prioritise the following 5 areas of policy support and implementation. We will align our delivery activities and devote resource from our support functions (SMT, CEO role and External Affairs) to support:

I. Defra's policy and implementation agenda:

- Supporting the development of the UK Circular Economy Strategy:** contributing to Defra's Circular Economy taskforce with our unique hands-on expertise developed and maintained through our sector programmes (e.g. built environment, textiles, food) and cross-cutting activities (e.g. place-based, behaviour change and business support programmes).
- Preparing for the implementation of the Collection and Packaging Reform and the UK Emissions Trading Scheme:** working with government to ensure the policies take account of London's unique service provision context and providing (services and communications) guidance and support to boroughs and waste authorities to prepare for upcoming changes. Supporting Simpler Recycling implementation with comms campaigns and assets

¹ ReLondon's specific functions are detailed in the [Greater London Authority Act 2007](#).

² "Over the next two years the OWL will focus on creating a city-wide and bottom-up model of consumption-based emissions reduction. It will continue to focus on the three main action areas we've identified where local authorities can make a real difference:

- 1) Engaging with Communities - enabling London boroughs to support businesses and residents to take practical actions
- 2) Data-Driven & Influencing Policy - developing good data which London can rely upon and influence change
- 3) Our Organisations - reducing our own consumption emissions and walk the talk"

³ Chapters 7 and 10

2. The development of the London Plan:

This includes ad-hoc technical support to the GLA through our built environment programme, and the opportunity to leverage our circular construction boroughs' officers' network to test new policy ideas and support implementation. We will contribute our expertise on the infrastructural needs of London to transition to a low carbon circular city i.e. waste apportionment and CE infrastructure capacity. This also includes a specific focus in our fundraising efforts to be involved in a paid-for feasibility study for circular infrastructure to raise our expertise in this space.

3. The implementation of the London Growth Plan and the upcoming local plan in response to the UK Invest 2035 strategy⁴:

This includes the continued support to our community of 200+ circular SMEs that will be a key component of London growth and jobs creation in the next 10 years, and our continuous engagement with relevant trade groups, with a specific focus on identified strategic sectors for growth: advanced manufacturing and creative industries. We will also use our sector expertise and connections to inform the GLA's upcoming skills strategy; and through our communications and events we will continue to raise awareness of, and build support for, circular business models amongst local and regional government, potential corporate partners and other business, government and civil society stakeholders. We will develop corporate communications around promoting circular business models via Circular Economy Week and other events/activities through the year

4. ReLondon's support for London Council's Climate Programme:

As one of the lead partners for the One World Living theme of London Councils' Climate Programme, we will help achieve the theme's target to reduce London's consumption-based emissions through activities outlined below, focusing on plastics, electricals, food and textiles. In support of One World Living, we're helping develop the evidence base through the electricals MFA, delivering essential pilots such as a north London repair voucher scheme, and providing the sectoral expertise and partnerships needed for the food and plastics borough procurement commitments.

5. Contributing to a fairer London, laying the ground for a just and inclusive transition:

This includes our work on building a place-based approach through circular neighbourhood projects, providing support for smaller, London-based businesses on the high street and running behaviour change campaigns and activations such as Repair Week. All our place-based work will focus on delivering for and with communities; creating connection between individuals and across neighbourhoods; and building capability which outlives ReLondon's formal involvement and interventions

⁴ The [UK Invest 2035 Strategy](#) will require mayoral combined authorities in England to draft local growth plans.

Our plan of activities

The list of activities below is structured by five sections: ReLondon's four delivery pillars and a fifth section for supporting functions. In each section, activities are allocated across the following categories:

1. **Confirmed activity - Funded:** These are projects that have already secured external funding and must be delivered. Some of them may have commenced in the previous delivery plan period.
2. **Confirmed activity - Underwritten by ReLondon:** These are projects that we haven't yet secured external funding for, but for which ReLondon commit to underwrite through reserves if needed. Funding will still be sought to subsidise project costs where possible.
3. **Funding dependent activities and outputs:** New project ideas that will be dependent on new funding to implement. This list is not exhaustive, as other new and interesting opportunities may arise during the financial year, but it will be used to guide and focus ReLondon's fundraising efforts and its effort to influence potential funders' interests in the longer term.

Pillar I: Building evidence to inspire action

Confirmed activity - Funded	Outputs	Outcomes
<p>Buildings' material flow and stock analysis: Analysis of carbon footprint and waste hotspots in the construction sector to inform most impactful interventions (in partnership with University of Sheffield)</p>	<p>1x London-wide material flow and stock model (March 26) 1x Report published (June 26)</p>	<p>London boroughs and the GLA have data to inform their plans and policies.</p> <p>200 downloads after 6 months</p> <p>50% of downloaders surveyed said it informed, inspired or enabled them to take actions</p>
<p>Electricals material flow and stock analysis (part funded): Analysis of carbon footprint and waste hotspots in the electrical goods sector to inform most impactful interventions (in partnership with University of Oxford)</p>	<p>1x Report published (February 26)</p>	<p>London boroughs, waste authorities and the GLA have data to inform their plans and policies.</p> <p>200 downloads after 6 months</p> <p>50% of downloaders surveyed said it informed, inspired or enabled them to take actions</p>
<p>Unlocking the potential of post-consumer textiles: Increase advisory capability for establishment of local reuse hubs through waste composition assessment and analysis of end-market requirements.</p>	<p>1x Report published (September 25)</p>	<p>London boroughs, waste authorities and the GLA have increased knowledge and data to inform their plans and policies, in particular to inform work supporting local textiles reuse hubs.</p> <p>London-based textiles businesses have data reflecting feedstock opportunities in London.</p> <p>50 downloads after 6 months</p> <p>50% of downloaders surveyed said it informed, inspired or enabled them to take actions</p>
<p>Waste model project: creation of a new household waste and recycling model for London. This supports GLA requirements to understand and monitor recycling rate progress.</p>	<p>1 x new household waste and recycling model for London (potentially including carbon metrics)</p>	<p>High-level model outputs shared with the GLA and London waste authorities. Model outputs informs London Plan waste infrastructure capacity study, and London plan policies.</p>

Confirmed activity - Underwritten by ReLondon	Outputs	Outcomes
Consumption-based emissions account: Co-lead the development of London's consumption-based emissions account with the GLA and London Councils, to support boroughs and the GLA develop impactful and evidence-based policies and plans.	Ix Database and Ix Report published	London boroughs and the GLA have data to monitor the evolution of London's consumption-based emissions, and to inform plans and policies. 50 downloads after 6 months 50% of downloaders surveyed said it informed, inspired or enabled them to take actions
London waste composition project (further development): augmentation of new data sources into ReLondon's waste composition model for London. The data will be used to underpin London waste model and support boroughs in funding negotiations and policy positions (e.g. pEPR, Simpler Recycling)	Ix updated dataset shared with GLA and waste authorities, used to inform lobbying position	London waste sector is more informed and better able to prepare for national policy changes
Citizen tracker to understand and monitor attitudes and claimed behaviours on a range of circular behaviours, track awareness and perception of RL campaigns and projects, and test new initiatives and ideas with Londoners. Outputs will be shared with key stakeholders and partners (GLA and boroughs) to help guide actions.	6-monthly or quarterly (depending on cost) citizen tracker survey to monitor behaviour change across the capital	Behavioural barriers and opportunities identified and shared with key stakeholders, used to guide and inform new campaigns and behavioural projects
Circular Economy Week: place-based thematic week to build profile and new partnerships for ReLondon, and inspire action	Live/updated events platform; PR and social media to promote the week; ReLondon anchor event plus subject-specific events through the week; 50+ partners signed up to run other events; 60+ events available through the week	Attendees surveyed say they will take action to accelerate circularity; ReLondon's profile raised as friendly expert to support transition; partnerships built and improved.

Funding dependent activities and outputs
<ul style="list-style-type: none"> • London Climate Action Week • Circular infrastructure study (support to the GLA) • Map London circular place-based actions

Pillar 2. Equipping local authorities to embed circular practices

Confirmed activity – Funded	Outputs	Outcomes
Repair voucher pilot: Trial scheme for north London boroughs of a repair voucher scheme for electricals, in partnership with Restart and the One World Living.	1x pilot delivered 1x learning report published (March 26)	>3 boroughs participating 50% increase in awareness of repair by participating residents. 75% increase in demand for services at participating repair businesses. The One World Living programme has data from the pilot to inform their feasibility study for a repair voucher scheme.
Circular food community pilot: Live phase of the Climate Neutral Cities Alliance (CNCA) funded Islington circular food project. a demonstrator circular food community, 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.	Live demonstrator 1 x final project case study report	40 downloads after 6 months Findings shared with global networks, showcasing London's work of tackling food waste.
Built environment accountability – planning data disclosure: Improvement of an existing access platform for planning applications for it to release circular economy statement data in a more usable format to keep the construction sector accountable and foster material reuse.	1x datastore for circular economy statements within an existing planning portal	The GLA and London boroughs have a tool to monitor circular metrics from referable projects, enabling them to evaluate the impact of the CE statement policy and informing future plans and policies. Construction material reuse platforms are using the datastore, increasing reuse rate. Advocacy groups are using the data to keep large construction businesses accountable, increasing the industry's willingness to progress material reuse.
Circular PSP: Multi-partner project (European cities) developing digital software for local authorities to drive transition to circular economies.	2x software prototype ready to be tested by >1 borough	London boroughs and the GLA have access to a software that will help them drive the transition to circular economies (e.g. by facilitating the

		development of plans and policies and by facilitating local material reuse).
Tower Hamlet – Flats above shops: Flats above shops recycling pilot project on three streets in Tower Hamlets, building on ReLondon’s extensive FLASH pilots conducted in 2024.	1 x final project case study report	LB Tower Hamlets rollout comprehensive flats above shops recycling service, including food waste recycling. Other London boroughs benefit from further intelligence on providing FLASH recycling services.

Confirmed activity – Underwritten by ReLondon	Outputs	Outcomes
Waste service borough support: Direct support and guidance for boroughs in relation to policy work with government, knowledge transfer and commercial waste services to increase circularity, minimise waste and increase recycling. Delivered against the context of the government’s collections and packaging reforms (Simpler Recycling, pEPR, DRS), the emission trading scheme and a increasingly challenging service provision landscape of an urbanising city.	Biannual catch ups with each London waste authority 4 x webinars or seminars held One-to-many support to access and use ReLondon service support toolkits and assets.	Every London waste authority participates in learning activities. Waste authorities are able to locally apply good practice to improve waste and recycling services
Waste communication borough support: Simpler Recycling support through comms and campaigns; providing updated resources and toolkits to boroughs to help them meet SR regulatory requirements as well as their RRP goals	All existing toolkits and assets reviewed and updated with input from borough communications as well as waste and recycling teams 1 x webinar or seminar held to help borough teams use the assets effectively	Councils have access to free, well-designed and tested resident comms assets Assets are used locally by council teams to reach their residents, leading to improved understanding of, and engagement with, local recycling services
Circular neighbourhood programme: Place based circular economy action and circular neighbourhoods to drive successful uptake of circular models. Incorporating a collaboration network of London boroughs (including Future Neighbourhood funded authorities), third sector and charities providing one-to-many knowledge transfer through network meetings, workshops/webinars.	4 x network meetings, intervention case studies	>20 boroughs and third sector London organisations participating. 80% of participants say it informed, inspired or enabled them to take actions.

<p>UK Circular cities network: Run quarterly network meetings to foster knowledge sharing and amplify London's leadership across the UK.</p>	<p>4x network meetings</p>	<p>>20 local authorities (including London boroughs and GLA) participating.</p> <p>80% of participants say it informed, inspired or enabled them to take actions.</p>
<p>Built environment programme: Support the GLA in planning policy development and coordinate a network of boroughs' planning and infrastructure officers to support the development local planning and procurement policies.</p>	<p>Ad-hoc support to boroughs and the GLA 4x boroughs' network meetings, in collaboration with London Councils.</p>	<p>>15 boroughs joining at least two network meetings.</p> <p>80% of participants say it informed, inspired or enabled them to take actions.</p>
<p>Textiles and electricals programme: Co-lead the implementation of the textiles action plan, in coordination with London Councils' One World Living Programme and the GLA, and through industry collaboration. Support the OWL electricals working group and coordinate its action with the GLA.</p>	<p>In collaboration with GLA and London Councils: 4 Coordination group meetings held 2 Industry steering group meetings</p>	<p>>15 boroughs engaged in the delivery of the textiles actions plane</p> <p>The OWL programme and the GLA achieve the textiles action plan's desirable outcomes (to be drafted)</p>
<p>Food and plastics procurement: Support the OWL food and plastics working groups to: - expand the number of boroughs changing the way they procure food to reduce food waste and food carbon footprint - launch and deliver the first plastics pledge for London boroughs.</p>	<p>Refresh of the food commitment making it more flexible to encourage uptake from boroughs</p> <p>2x roundtable/webinar or other engagement activity for boroughs</p> <p>Ad-hoc support to the GLA on food procurement and the sustainability aspect of the Universal Free School Meal policy, as needed.</p> <p>1x plastic pledge launched 4 x plastics pledge working groups held</p>	<p>The OWL programme achieves its boroughs' engagement and sign-ups targets for the food procurement commitment and the plastic pledge.</p>

Funding dependent activities and outputs

- Flexibles plastic collection
- Flats recycling revisited
- Ultra-High Rise
- Implication of DRS
- Training for planning officers
- Circular neighbourhood 2.0 pilot
- Food redistribution pilot
- Material reuse pilot (all materials)- the focus will be driven by the outcome of the GLA's circular infrastructure study
- Packaging reuse pilot

Pillar3. Empowering businesses to grow the circular economy

Proposed activity - Underwritten by ReLondon	Outputs	Outcomes
<p>ReLondon's circular business community management: Maintaining a central understanding of the evolving circular innovation landscape in London and retaining relationship capital with businesses that can be leveraged in other project delivery, with passive ability to create connection opportunities for businesses via CE Matchmaker. The business community will also be used to disseminate useful insights developed by other ReLondon's projects (e.g. the post-consumer textiles waste characterisation project).</p>	<p>150+ active business profiles on the Circular Economy Matchmaker; 150+ active users on platform</p> <p>9x circular community newsletters</p> <p>Knowledge products created and disseminated</p> <p>Circular community social media followers</p>	<p>Number of connections brokered on behalf of circular community, with outcomes of introductions for beneficiaries</p> <p>Feedback from circular business community members on value/ results from ReLondon community</p> <p>Number of circular community members contributing to or engaged as part of wider ReLondon delivery (e.g. events, workshops, campaigns, webinars), with a qualitative narrative on outcomes of this involvement</p>

Funding dependent activities and outputs
<ul style="list-style-type: none"> • High Street Business support • Circular innovation grant programmes • Validate your Model Advice to innovators • User Testing Advisory Service

Pillar 4. Encouraging Londoners to embrace circular lifestyles

Confirmed activity - Funded	Outputs	Outcomes
Eat like a Londoner (1 month wrap up of year 3): Analysis of campaign impact, final toolkit update and production of learnings report.	<p>End of campaign evaluation deck</p> <p>Comms toolkit with local activation assets for London boroughs</p> <p>High level learnings report</p>	Of those that recall seeing the campaign, 50% of Londoners surveyed saying that they are wasting less food; eating more plant-based foods; and/or eating less meat and dairy
Tower Hamlets community project: testing and learning how to have impact in neighbourhoods through community engagement – primary schools and mosques.	<p>10 x mosque engagement sessions</p> <p>20 x school engagement sessions</p> <p>Final learnings report produced, and council comms toolkit updated</p>	Target communities understand more about their recycling service, and commit to recycle more from home
Proposed activity - Underwritten by ReLondon	Outputs	Outcomes
London Recycles: core recycling campaign providing information to the public via website and social media content, this year targeting young adult audience.	<p>Website maintained and updated quarterly</p> <p>Social channels kept live with 2-3 new pieces of content each week</p> <p>Recycle Week campaign supported with paid media content</p> <p>Monthly borough comms meetings hosted</p>	Londoners have authoritative source of reliable and engaging information about their recycling service, and how/why to use it (to be developed as questions as part of citizen tracker)
Repair Week: Building on national growth while delivering for London, a week long awareness raising and engagement campaign to increase repair and prevent waste.	<p>Updated event platform ready for Repair Week 2026</p> <p>Increase in partner and event numbers (including other cities)</p> <p>PR and social media content created and shared organically and using paid channels where appropriate</p>	Increases in number of surveyed participants saying that repairing items at, or simply attending, Repair Week events has prevented them from buying another new item

	>1 million people reached across social channels and website	
Love not Landfill: core clothing and textiles campaign to raise awareness of and engagement with reuse, repair and rental.	<p>Drumbeat of events with partners through the year on second-hand shopping, rentals, swapping and repair</p> <p>Commissioned influencer content to reach new audiences via social channels</p> <p>Weekly organic social content to engage existing audience and highlight circular fashion opportunities x-capital</p> <p>Updated website to help attract partnerships and funding, and promote events</p>	<p>More young Londoners engaging with circular fashion behaviours and aware of what is needed to make their own fashion behaviours more sustainable (to be developed as questions as part of citizen tracker)</p> <p>Second-hand purchases, swaps, rentals and clothing repairs are displacing new clothing purchases for surveyed event attendees</p>
Food campaign development: a development phase (until end December 2025), pivoting the current Eat like a Londoner campaign to be waste prevention and recycling-focused, 'retiring' any new diet messaging, and securing city-wide support and partner funding to develop and run a food waste campaign directly in support of Simpler Recycling.	<p>Eat like a Londoner 'pivot plan' developed and agreed with OWL and waste authority partners</p> <p>New campaign approach secures £150k - £250k p.a. for next (delivery) phase by end Dec 2025</p>	<p>Borough food waste prevention and recycling targets are effectively supported through citizen comms campaign</p> <p>Motivation is built city-wide to recycle food waste</p>
Behaviour change framework: the development of an internal framework to guide the design, delivery and evaluation of all behavioural projects (including circular neighbourhoods, commercial work on community engagement, high streets etc.), using insights from past projects and relevant behavioural science/tools	Internal guideline and process for citizen-facing behavioural projects	Efficient and effective behavioural projects following consistent theory of change, in order to improve impacts

Funding dependent activities and outputs

- Love not Landfill school swaps
- Plastics campaign (to help mitigate upcoming ETS impacts, and divert plastics from incineration and London's rivers)

Supporting functions

Committed Activities - Funded	Outputs	Outcomes
Defra CE taskforce (part funded)	<p>CEO expert role as taskforce member fulfilled.</p> <p>Enabling London stakeholders to engage with national policy development effectively – including knowledge sharing with London partners.</p> <p>Extended and deepening connections with Defra officials to support more effective GLA collaboration with central government.</p>	<p>London's needs, requirements, expertise and examples have profile with national government and inform CE strategy development.</p> <p>GLA and Boroughs are informed about national policy agenda.</p> <p>CEO & ReLondon's team's expertise enhance the quality of the eventual national CE strategy.</p>
Proposed Activities – Underwritten by ReLondon	Outputs	Outcomes
Central government engagement	<p>Engagement with and senior level relationships formed with:</p> <ul style="list-style-type: none"> - Defra – additional to taskforce role noted above. - Desnz - DBT 	<p>ReLondon and wider London expertise, examples and stakeholders visible and influential with central government (for example GLA, boroughs, LCs and industry).</p> <p>National CE strategy has been influenced as much as possible to support London's needs.</p> <p>London stakeholders are ready to capitalise on opportunities for engagement with central government.</p> <p>Opportunities for discussion of central government funding of London's CE transition created – creating a pathway to resourcing for the future.</p>
Local government – relationship management	Fora convened to bring together London's key asks for central government.	Increased ability to collaborate across London in discussions with central government.
Income transition – systems	Pipeline reporting and related contact database work.	

<p>Impact measurement and reporting: This will include an update of ReLondon's impact measurement methodology to align with the new strategy and the board's expectations.</p>	<p>1x Impact Report (external) 1x Impact report presentation to the board</p>	
<p>Communications support for teams</p>	<p>6 x webinars hosted through the year</p> <p>ReLondon website maintained and updated with new content regularly</p> <p>LinkedIn engagement maintained and followers increased (15K followers and 6% average engagement rate)</p> <p>Publications support provided across whole ReLondon team</p>	<p>ReLondon seen as circular economy thought leaders and 'friendly experts' by key stakeholders – locally, regionally and nationally</p> <p>ReLondon knowledge products shared effectively and accessibly to build total sum of circular economy knowledge in London and beyond</p>
<p>Campaign funding modelling (e.g. food campaign)</p>	<p>Options developed and stress-tested for different campaign funding models and potential partners</p>	<p>Pan-London campaigns more easily prioritised and funded in future</p>

6. Budget 2025-26

As part of the five-year plan to transition to a financially sustainable organisation ReLondon is building new income streams and reducing spending from reserves incrementally until a balanced budget is achieved.

The Board has approved a limit on spending from reserves for this financial year at £1.8m.

The draft budget currently outlines expectations of almost £2m income and £3.8m expenditure to achieve this and will be flexed in relation to the fundraising success.

Income	Confirmed	To secure	Total
Government funding	£0	£150,000	£150,000
Strategic partnerships	£0	£150,000	£150,000
Commercial	£38,000	£202,000	£240,000
Consultancy, sponsorship etc			
Team project fundraising	£252,900	£897,100	£1,150,000
Other	£0	£280,000	£280,000
Investment income, bank interest etc			
	£290,900	£1,679,100	£1,970,000
Expenditure			
Local Authority Support			
Staff	£540,604	£0	£540,604
Comitted project costs		£0	£0
Core services delivery	£200,000	£0	£200,000
	£740,604	£0	£740,604
Business Sector Support			
Staff	£1,020,427	£0	£1,020,427
Core services delivery	£80,000	£0	£80,000
Project costs	£187,000	£0	£187,000
	£1,287,427	£0	£1,287,427
Behaviour Change and Communications			
Staff	£377,396	£0	£377,396
Project costs	£150,000	£0	£150,000
Marketing and communications	£140,000	£0	£140,000
	£667,396	£0	£667,396
Central costs			
Staff and board	£719,467	£0	£719,467
Premises costs & overheads	£330,750	£0	£330,750
Training	£25,000	£0	£25,000
	£1,075,217	£0	£1,075,217
Total expenditure	£3,770,644	£0	£3,770,644
Net expenditure	-£3,479,744	£1,679,100	-£1,800,644
Projectected opening cash balance			£7,200,000
Movement of funds			-£1,800,644
Closing balance			£5,399,356