

## London Waste and Recycling Board

Minutes of the meeting of the London Waste and Recycling Board held on  
13 March 2017 at 1.30pm, in Committee Room 4, City Hall, The Queen's Walk, London  
SE1 2AA.

### Part A – Public Session

#### Board Members Present:

Liz Goodwin (Chair)  
Barbara Anderson  
Cllr Feryal Demirci  
Melville Haggard  
Cllr Bassam Mahfouz  
Cllr Nicholas Paget-Brown  
Shirley Rodrigues  
Cllr Ian Wingfield

Approved at LWARB Board Meeting on 23/06/2017

Signature: .....  
Liz Goodwin, Chair

#### Also Present

Wayne Hubbard, LWARB  
Adam Leibowitz, LWARB (notes)  
Andrew Richmond, GLA

#### Apologies

No apologies for absence were received – all members present.

#### Welcome

Liz Goodwin welcomed everyone to the meeting and noted that it had been some time since the last Board meeting, with a new chapter for LWARB beginning with a new Mayor, Chair and members of the Board. Liz Goodwin noted that the Mayor has ambitious goals and that it is the Board's role to ensure that the team deliver on these. She said that she hoped that the energy of the new chapter would transmit to the Board meetings as well as the team.

Regarding the meetings, Liz Goodwin said that a change was being introduced to the format so that most of the administrative business of the Board would be carried out by written resolutions to allow time in meetings for presentations and debate on pertinent issues. Feedback on this revised format is welcomed.

Shirley Rodrigues said she was very pleased to be on the and reiterated that the Mayor was very pleased to appoint Liz Goodwin as his representative as chair of the Board. Shirley Rodrigues emphasised that the Mayor of London aims for London to be the greenest city in the world and that she was looking forward to working with the Board to help achieve this.

Bassam Mahfouz offered congratulations to Liz Goodwin on behalf of the Board for her appointment and said he was pleased to hear how engaged the Mayor is. Nicholas Paget-Brown offered congratulations to Liz Goodwin on behalf of the Conservative group on the Board.

## **Declarations of Interest**

No declarations of interests were made over and above those recorded in the standing register of interests for members.

## **Minutes of the Previous Meeting (17 March 2016)**

Minutes of the LWARB Board meeting held on 17 March 2016 were approved.

### **01 Chief Operating Officer's Report (Paper: 13/03/17 – 1)**

Wayne Hubbard introduced the paper.

#### ***General Update***

Wayne Hubbard highlighted the changes to the Board membership reported.

Wayne Hubbard also noted in particular that the Advance London Business Development Team has now all been appointed. This ERDF/LWARB funded programme will start delivering support to London SMEs in April.

The Advance London, Resource London and Circular London programmes have continued to deliver over the past year and updates are provided in agenda item 4.

The Circular Economy Route Map is now in its final drafting stage and will be launched shortly.

#### ***Staffing***

Wayne Hubbard noted that two new Circular Economy posts were currently being recruited. A full LWARB organogram is included in the appendix.

Nicholas Paget-Brown asked where London Business Waste and Recycling Ltd sat within the organogram. Wayne Hubbard explained that this is a business that we own, not an actual part of LWARB so is not included in the organogram. Shirley Rodrigues asked that the LBWR structure would be useful to include on the organogram somehow. Wayne Hubbard agreed to look into how this information could be presented.

#### ***Communications & Publicity***

Wayne Hubbard noted that there had been quite a lot of activity as reported in the paper, and that the LWARB brands/logos had been refreshed as shown in the appendix.

Wayne Hubbard noted that the current media protocol for approval of LWARB media messages by LWARB's partners had been discussed with the Mayor's office.

Bassam Mahfouz asked whether the revised protocol would come back to the Board for approval. Wayne Hubbard confirmed that it could. Melville Haggard said he thought this was an important issue as it affects how LWARB interacts with the outside world. Wayne Hubbard agreed and noted that LWARB has been very keen to become more active in communicating its programmes. Bassam Mahfouz agreed, and noted that while LWARB has been getting some excellent coverage it needs to be doing more. Feryal Demirci said

that there was an opportunity to really raise LWARB's profile and looked forward to seeing the protocol.

Melville Haggard asked whether the protocol also applies to the Resource London Programme as that includes a large communications element. Wayne said that this was less clear, but would be clarified in the review.

Shirley Rodrigues said that the protocol had been in place since the previous administration. The new administration simply wants to review this and formalise the process. There is no intention to inhibit discussion.

Barbara Anderson said that this was particularly important when looking at potential partners.

### **Funding**

Wayne Hubbard noted that officers are investigating how to lever in additional funds and will bring regular reports back to the Board.

Wayne Hubbard noted that the Chief Operating Officer report would usually also include finance reports. However, these are pending review by the Audit Committee and will be presented at the next meeting.

### **Office Premises**

Wayne Hubbard reported that once the Business Plan had been approved, officers would be working in earnest on the Circular Economy accelerator, which will need its own office space to work from. Officers will investigate the potential of co-locating the LWARB office with the accelerator. A working group, including LWARB members will be established to overview the programme when appropriate.

### **Decision**

The Board noted the updates presented.

## **02 London Environment Strategy**

Andrew Richmond gave a presentation (slides attached) on the Mayor's draft London Environment Strategy.

Shirley Rodrigues said that the first consultation draft would be published later in the spring and that the team is working with stakeholders to develop this, noting that LWARB is a key stakeholder and partner in delivery.

Nicholas Paget Brown asked about the definition of Zero Carbon. Andrew Richmond said GLA was working on zero *net* carbon and that they tend to measure scope 1 and 2 emissions for climate change, but that waste management tends to also look at scope 3 (i.e. generated outside London). Some work is required to align these two.

Nicholas Paget Brown asked whether the Mayor has a direction to ensure councils have suitable commercial waste contracts? Andrew Richmond confirmed that he did not. Work in this area will be via engagement with waste management companies, not direction.

Melville Haggard asked whether the strategy will identify the infrastructure needs to be met by 2026. Andrew Richmond said that current infrastructure data was sourced from the Environment Agency which will be mapped against waste projections and a 65% recycling target. Shirley Rodrigues said it would not just be about recycling, but also Circular Economy and air quality considerations. Melville Haggard suggested that the large firms should be asked if they were minded to build what is required, while acknowledging that they may need to be 'nudged'.

Wayne Hubbard noted that the issue of waste arisings is hugely sensitive and added the LWARB had just recently tendered some work to look at the effect of circular economy on arisings. Bassam Mahfouz asked whether litter is included in the figures. Andrew Richmond said it was included as waste only once it had been collected.

Andrew Richmond noted that lots of CDE waste is managed outside of London and is addressed in the London Plan.

Bassam Mahfouz asked about engaging with businesses regarding packaging. Andrew Richmond agreed.

Bassam Mahfouz suggested that *harmonisation* is not really the key issue, but rather implementation of *best practice* is. For example, Ealing has jumped to 52% by implementing certain changes. Ian Wingfield noted however that in Wales a recent harmonisation across all local authorities had achieved a 60%+ recycling rate. Liz Goodwin suggested it would be worth talking to the Welsh government about this, and in particular the Health and Wellbeing Act as the requirement on all policy areas to consider sustainability had completely changed the debate. Barbara Anderson noted that there is very little harmonisation across boroughs and suggested some form of incentivisation may be required.

Feryal Demirci asked about waste prevention. Andrew Richmond said that there were two aspects – communications (eg Love Food Hate Waste) to make people aware of the waste they generate, and a circular economy aspect to improve the offer available to the public.

Barbara Anderson suggested that having specific target materials was likely to be problematic. Melville Haggard said that if there are to be material specific targets, these need to be made public as soon as possible as they will impact the terms of re-tendered waste contracts.

Wayne Hubbard noted the focus on plastic packaging, stating that RfL research had noted this as a key environmental issue for younger people.

Liz Goodwin thanked Andrew Richmond for his presentation and invited Board members to send any further queries or comments to him by email.

### **03 LWARB Business Plan 2017-20 (Paper: 13/03/17 – 3)**

Wayne Hubbard introduced the paper and noted that a final formatted version of the business plan is included for formal approval by the Board.

Wayne Hubbard noted that the business plan covers the three programmes Advance London, Circular London and Resource London.

Wayne Hubbard noted that the total budget for delivery of the programmes was £50m including funds from EU and other partners and private investments into funds. The total LWARB contribution is £20m.

Wayne Hubbard noted a slight change of timing for the London Green Fund II, which is now likely to be towards the end of the year, rather than Summer 2017.

Melville Haggard said he thought it was an excellent, well presented document and asked whether it was for internal or external use. Wayne confirmed that the document is all in the public domain.

### **Decision**

The Board approved the LWARB 2017-20 Business Plan as presented in the paper.

*{Barbara Anderson left the meeting at this point}*

## **04 Programme Updates (Paper: 13/03/17 – 4)**

### **Advance London**

Stuart Ferguson introduced this section noting that the Advance London SME Support Team has now been appointed. A good pipeline of opportunities is being identified and 30 expressions have already been received. It appears that most demand is currently from start-up SMEs.

Stuart Ferguson noted that the investment into Circularity Capital was due to close that week. This has been in the pipeline for 18 months now so is very good news. It will be the first dedicated circular economy private equity fund.

Stuart Ferguson reported that proposals for investment into a new accelerator programme were being developed for the forthcoming Investment Committee.

Shirley Rodrigues said the Circularity Capital investment was good news, noted that it would operate nationally and queried how a London focus would be ensured. Stuart Ferguson said this had been considered and comfort was taken by the fact that the current pipeline of projects is approximately 50% London based, where officers had anticipated only 10-20%, and added that while it is a UK wide operation the team is based in London 3-4 days per week.

Shirley Rodrigues asked whether a review of lessons learnt from the investment programme had been conducted. Stuart Ferguson said that a review would be prepared for the next meeting of the Board.

Melville Haggard asked if there was any one particular issue that had caused the delay in getting the Circularity Capital project finalised. Stuart Ferguson thought not, and noted that the small size prevents many investors becoming involved.

Shirley Rodrigues noted that it is well known that funding is scarce and funding mechanisms are being looked at in relation to the Mayor's strategy implementation and that this could be a good example to use, which would also increase LWARB's profile.

### **Circular London**

Clare Ollerenshaw introduced this section and highlighted the possible £7bn benefit to London by 2036 by accelerating the transition to a circular economy. The opportunities in the Route Map are currently being identified and a midrange analysis shows that of the £7bn, £2.8bn benefit could be achieved by delivering the actions identified in the Route Map, to London, with the remainder being achieved from the UK, Europe and the world embracing circular economy.

Clare Ollerenshaw said the officers were continuing to work with stakeholder, and a new Circular Economy element was being added to the website to allow sharing of good practice.

Clare Ollerenshaw said that collaborations were getting underway under way and recruitment for two Circular Economy project officers had begun.

Wayne Hubbard added that Bassam Mahfouz had now been nominated as the Board's Circular Economy champion.

### **Resource London**

Antony Buchan introduced the paper, and added that the London Conference would be taking place that week with over 160 delegates signed up and Liz Goodwin and Andy Richmond both speaking.

The EU Life Programme TRiFOCAL project (Transforming City FOod hAbits for Life) which will be working with nine London local authorities is launching soon, as is the a new LWARB guide on recycling in the Domestic Rented Sector. Officers are working with GLA on waste data, and with six local authorities on the cost of contamination toolkit.

Antony Buchan added that a creative agency for Recycle for London would be procured soon.

Nicholas Paget-Brown said that the churn of people in the private rented sector, especially short term lets such as AirBnB properties was a real issue as tenants tended to not deal with their waste appropriately. Antony Buchan agreed that this had been identified as an issue, though a solution had not yet been found. Antony Buchan said that Westminster was also very concerned about this. Nicholas Paget-Brown suggested that the managing agents should be targeted in this regard. Melville Haggard added that owners rather than tenants should also be targeted.

### **London Business Waste and Recycling Ltd**

Wayne Hubbard introduced this section and noted that the Hounslow SPV would start trading by 1<sup>st</sup> April with Lambeth to follow in July and Ealing in September.

Shirley Rodrigues said LWARB should highlight areas where transactions costs can be reduced and suggested that template contracts could be useful. Wayne Hubbard agreed, but noted that each borough will need to do its own due diligence on the contract. Bassam Mahfouz agreed adding that Ealing had looked very closely at theirs.

### **Decision**

The Board noted the updates presented.

## **05 Administration and Governance** (Paper: 13/03/17 – 5)

Adam Leibowitz introduced the paper and noted that in future such decisions would be agreed via the written resolution procedure in order to free up time in Board meetings.

### **Decisions**

The Board:

- Approved the revised scheme of delegated authority shown at Appendix 1 of the paper.
- Delegated to the Chief Operating Officer authority to sign the new licence to occupy LFB premises at 169 Union Street as shown at Appendix 2 of the paper.
- Agreed to the extension of Steve Hacking's membership of the Investment Committee for a further three months to 30 September 2017.
- Noted the decisions made by written resolutions since the last meeting of the Board.

## **06 Any Other Business**

No further business was discussed.

Part A of the meeting ended at 3.05pm