

London Waste and Recycling Board Board Meeting

10am-12pm Wednesday 18 June 2025
Board Room, Sustainable Workspaces, County Hall,
Belvedere Road, London SE1 7PB



Zoom link: [Here](#)

Agenda

No.	Item	Pg	Action required	Appendices
1	Welcome, introductions and apologies.	-		
2	Declarations of interest	-		
3	Minutes of the previous meeting	2	For approval	
4	CEO's report	5	For information	1: Media coverage 2: Events list 3: Finance report
5	REDACTED FROM PUBLIC PAPERS	8		
6	Annual Governance and Accounting Report	9	For approval	4: Audit findings report
7	Theory of change presentation (no papers)		For discussion	
8	REDACTED FROM PUBLIC PAPERS	12		
9	Programme reporting	13	For discussion	5. 2024-25 delivery plan report
10	AOB			
11	Board member business			

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 **3 April 2025**, at: Sustainable Workspace, County Hall, Belvedere Road, London SE1 7PB and remotely via Zoom.

Board Members Present

Mete Coban (Chair)
Cllr Mike Hakata
Cllr Jo Blackman
Cllr Nicholas Bennett
Cllr Krupa Sheth
Chantelle Nicholson

Approved at ReLondon Board Meeting on 18 June 2025

Signature:

Also Present

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

Minutes

Part I: Regular business

1.Welcome and apologies

Apologies received from Mike Brown, Joe Murphy

2.Declarations of interest

No new declarations.

3.Minutes of the previous meetings

Minutes of the previous meeting were approved.

4.CEO's report

WH presented a report on recent activities and noted that the organisation ended financial year 2024-25 with a cash position of £7.29M against a target of £7.2M. At the beginning of the new financial year, 48% of the 2025-26 income target has already been secured, surpassing the target of 45% as set out in the 5-year financial plan (48% equating to ~£950K secured against target of just under £2M). Two key contributors to this include £525K of continuation funding from UKSPF for one year and £140K of funding from London and Partners, both of which will support the work of the BSS team.

Partnerships

KR shared updates on developing partnerships, highlighting two significant bids currently in development for commercial and philanthropic funding. The report also flagged a reduction in scope for two live funding opportunities because of funder budget constraints and challenges in the wider market; the board heard that ongoing engagement and scoping of additional opportunities are underway to maximise the likelihood of success in this area.

The board emphasised the value in developing a targeted list of organisations to approach through the year, fostering broad conversations to plant seeds for future opportunities, particularly those that may arise at year end when funders seek to make use of underspends.

MC highlighted the success of recent activities in communications and events, commending the team for their hard work to generate opportunities for visibility with a focus on tangible impacts for businesses.

5.Delivery plan and budget 2025-26

The board were invited to provide feedback on draft versions of the 2025-26 delivery plan, codeveloped with the GLA and London Councils, and a new Theory of Change.

Theory of Change - The board commended the team, in particular PM, for great work on this in a short period of time. Several board members endorsed the idea that it would be more beneficial to begin with the intended impact and work back from this to outline activities, as opposed to the current layout which positions activities as the starting point. This should be accompanied by a recognition of prior commitments, noting that a successful Theory of Change should invite a critical assessment of activities through an iterative process.

ACTION: The Theory of Change will be brought back to the June board meeting and the team will continue to work closely with the GLA and London Councils to ensure alignment.

Delivery plan and budget - The board approved the delivery plan and budget for 2025-26. Discussion on the citizen tracker emphasised the importance of early engagement with a wide variety of institutions (councils, waste authorities, central government departments, philanthropic funders as named examples) to maximise impact and use of project outputs.

ACTION: Before the next meeting, the team will consider the best way to show scale within the delivery plan, enabling the board to see the proportions contributing to each area and more easily identify financially significant projects.

6.London Policy Influence Working Group

KR invited discussion on the logistics of the working group which seeks to capitalise on the current opportunity to shape policy by convening relevant partners, creating a unified voice on key issues and maximising the potential of existing networks. The officers group will meet first to provide strategic mapping as a starting point for the primary group.

The board endorsed this approach, citing the importance of the group and the merit in ReLondon's role as a leader and convenor in the space. It was noted that phrasing of 'phased' approach (as opposed to a pilot) would better communicate the intended outcomes, with phase one focusing on immediate concerns and phase two taking a longer-term view. Discussion also focused on the group's membership, with encouragement from the board to broaden the scope of this group to include business and civil society for a more rounded approach.

ACTION: The team will progress plans for the London Policy Influence Working Group and Report back at next meeting.

7.Delivery plan updates 2024-25

SMT outlined key updates, with discussion on the following:

- On the Built Environment MFA, NB named Urban Design London as a potentially valuable contact. PM to follow up on this offline.

- The FLASH webinar, repair voucher scheme and launch of the Islington community café were highlighted as recent successes.
- Discussion on green finance, leveraging funding off the back of ReLondon grants
- The board questioned the absence of any red RAG rated projects and noted the value of highlighting learnings, adaptations and reflections to provide additional context.

ACTION: the team will consider the best way to reflect this in the delivery plan document, adding context beyond RAG status in recognition of the difference between delivering on time/in budget and wider reflections.

Part 2: Confidential business

8.Pipeline updates

Updates were discussed throughout the meeting. For future meetings, the board requested a short slot without the ReLondon team present for confidential discussion.

9.AOB

The board agreed to appoint a vice chair, interested parties should contact JR with the position to be agreed at the June board meeting.

Minutes prepared by Ellie Cunningham
Partnerships and Operations Assistant

Agenda Item 4: Chief Executive Officer's report

Top Risk Areas

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: The financial year end 2024-25 was closed with a positive final cash position of £7.36m (£160k higher than the target in the five year financial plan). The Annual Governance and Accounting statements are included later in these papers for approval by the Board.

Securing income for the year ahead continues to be challenging and currently stands at £1.3m or 66% (at 10 June) against a target of 70% (at 30 June). There is a gap of £83k which we aim to close in the next quarter. The SRC agreed that there was no corrective action required at this point and that we progress would be reviewed again at the next meeting.

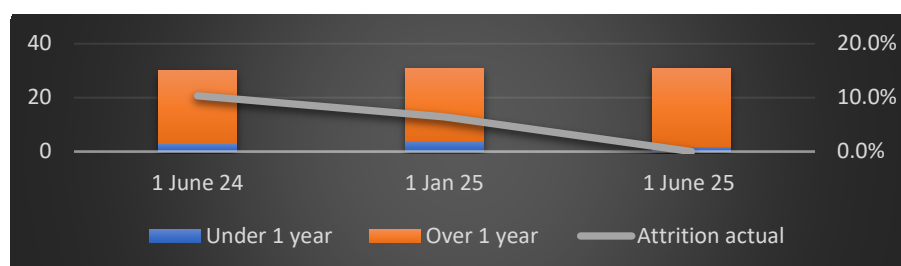
Plans: The next iteration of the Theory of Change will be presented later in the meeting and we will discuss whether this is a transition to a more high level approach to reporting to the Board. Our activity is well aligned with mission and statutory objectives, although we may need to review whether this is a good market fit in terms of prospective funders. Landing a partnership with a large philanthropy or corporate funder in the future may test our focus on avoiding mission drift.

Partners: We are continuing to develop partnerships across government, corporate and philanthropic sectors, despite somewhat challenging landscape. We are beginning to shift our thinking to Defra as a funding partner (while continuing to engage with them on policy making), and plan to do some alternative scenario planning over the coming weeks.

We are currently positioning to join a consortium for the upcoming European Commission Horizon funding call.

Wayne will provide a verbal update on the Circular Economy Taskforce.

People: At 1 June there had been no leavers or joiners since the last meeting. Attrition for the last 12 months is a 0% (not an ideal long term position).



Attrition rate at 1 June 2025

Organisational development

We have contracted consultants from Bayes Centre for Charity Effectiveness to support the SMT for 12 months in a leadership development programme

The aims of the programme are to:

- Develop a strategic, high performing leadership team
- Co-create and develop team purpose, ethos and behaviours
- Build trust and clarity on individual and collective roles
- Accelerate capabilities in SMT and energise the wider organisational community

They will also design and deliver the staff survey this year, once they have fuller understanding of ReLondon and our organisational development needs.

The SRC requested suggestions of how the Board can feed into and receive feedback in this process, which will be addressed.

Communications and publicity

Press releases:

No press releases have been issued since the last Board meeting.

A full list of media coverage achieved since the last Board meeting relating to ReLondon's events, projects and partnerships is at Appendix I.

Events:

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

- **New London Architecture - Adaptive Reuse: viability and risk roundtable - 08/04/2025** Tessa Devreese represented ReLondon and its built environment programme work at this roundtable event hosted by New London Architecture.
- **CNCA Food Systems Learning Cohort — Session #5 (Community and Business Engagement) - 17/04/2025** - Sarah Williams presented ReLondon's work on circular neighbourhoods at this webinar hosted by Carbon Neutral Cities Alliance
- **South London Style: A Circular Fashion Revolution - 23/04/2025** - Tahlia Gray spoke about ReLondon's work on driving a circular fashion industry, as well as the London Textiles Action Plan.
- **Circular Economy Infrastructure - Draft London Plan 2026 Stakeholder Workshop- 29/04/2025** - Lamia Sbiti represented ReLondon at this GLA-led stakeholder workshop.
- **Stories of impact and hope: The State of Zero Waste Municipalities Report - 07/05/2025** - Rachel Singer spoke about the London Textiles Action Plan at this webinar hosted by Zero Waste Europe.
- **Universal Free School Meals webinar - 07/05/2025** - Sarah Malone presented the Food Procurement Commitment at this GLA-hosted webinar.
- **Knowledge sharing session: circular economy in the built environment - 12/05/2025** Tessa Devreese spoke on a panel about ReLondon's built environment programme at this event hosted by the Better Buildings Partnership.
- **Fife Council webinar - Flats above shops recycling - 21/05/2025** - Shelley Holmes spoke about ReLondon's work on rethinking recycling from flats above shops in this webinar.
- **10 Downing Street - The contribution of Co-operatives and Mutuals to UK growth and prosperity - 09/06/2025** - Lamia Sbiti attended a reception at 10 Downing Street.
- **ReLondon circular neighbourhoods webinar - 12/06/2025** - ReLondon's local authority support team hosted a webinar on circular neighbourhoods as part of its webinar series for local authorities.

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

Awards:

- **Awards for Excellence 2025** – ReLondon was a finalist in The Best Local Authority Recycling Initiative category for the flats above shops (FLASH) recycling project.
- **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.
- **National Recycling Awards 2025** – ReLondon is submitting entries for the following categories: Circular economy initiative – High Streets Beyond Waste (confirmed) and Heston in the Loop (tbc) and Campaign of the Year – Repair Week 2025 (tbc). Winners will be announced in November 2025.

Strategic Resources Committee Report

The Committee met once since the last full Board meeting on 3 April

2024-25 year end and Annual Governance and Accounting Report (AGAR)

The committee:

- Noted the positive outcome of the financial year 2024-25
- Noted the positive audit report
- Recommend the Board approves the AGAR

Risk management review was reviewed as a precursor to the finance and staffing report.

2025-26 Finance and staffing report

- Secured income is £1.26m (64% of 70% target for end Q1)
- Expectation that the gap could be made up and so no mitigating actions required (ie cost cutting) at this stage.
- Requested a review of the fundraising plan and working hypothesis at Sept Board with resourcing options.

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 4.21%).

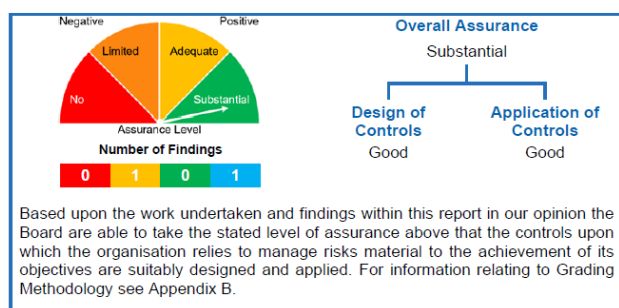
Supporting documents:

Appendix 1 Media coverage
Appendix 2 Events list
Appendix 3 Finance report

Wayne Hubbard, CEO
June 2025

Agenda item 6: Annual governance and accounting report (AGAR) and internal audit

Audit Outcome



The Strategic Resources Committee recommends that the Board:

- Note the 2024/25 Annual Internal Audit (P9).
- Approve the Annual Governance Statements 2024/25 (p10).
- Approve the Accounting Statements 2024/25 (11).

Annual Internal Audit Report 2024/25

LONDON WASTE & RECYCLING BOARD (T/A ReLondon)

<http://relondon.gov.uk>

During the financial year ended 31 March 2025, this authority's internal auditor acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with the relevant procedures and controls in operation and obtained appropriate evidence from the authority.

The internal audit for 2024/25 has been carried out in accordance with this authority's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of this authority.

Internal control objective	Yes	No*	Not covered**
A. Appropriate accounting records have been properly kept throughout the financial year.	✓		
B. This authority complied with its financial regulations, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.	✓		
C. This authority assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	✓		
D. The precept or rates requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.			✓
E. Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	✓		
F. Petty cash payments were properly supported by receipts, all petty cash expenditure was approved and VAT appropriately accounted for.			✓
G. Salaries to employees and allowances to members were paid in accordance with this authority's approvals, and PAYE and NI requirements were properly applied.	✓		
H. Asset and investments registers were complete and accurate and properly maintained.	✓		
I. Periodic bank account reconciliations were properly carried out during the year.	✓		
J. Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, supported by an adequate audit trail from underlying records and where appropriate debtors and creditors were properly recorded.	✓		
K. If the authority certified itself as exempt from a limited assurance review in 2023/24, it met the exemption criteria and correctly declared itself exempt. (If the authority had a limited assurance review of its 2023/24 AGAR tick "not covered")			✓
L. The authority published the required information on a website/webpage up to date at the time of the internal audit in accordance with the relevant legislation.	✓		
M. In the year covered by this AGAR, the authority correctly provided for a period for the exercise of public rights as required by the Accounts and Audit Regulations (during the 2024-25 AGAR period, were public rights in relation to the 2023-24 AGAR evidenced by a notice on the website and/or authority approved minutes confirming the dates set).	✓		
N. The authority has complied with the publication requirements for 2023/24 AGAR (see AGAR Page 1 Guidance Notes).	✓		
O. (For local councils only) Trust funds (including charitable) – The council met its responsibilities as a trustee.	Yes	No	Not applicable
			✓

For any other risk areas identified by this authority adequate controls existed (list any other risk areas on separate sheets if needed).

Date(s) internal audit undertaken

18/04/2025 14/05/2025

Name of person who carried out the internal audit

Lee Glover

Signature of person who carried out the internal audit

Date

14/05/2025

*If the response is 'no' please state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).

**Note: If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is

Section 1 – Annual Governance Statement 2024/25

We acknowledge as the members of:

LONDON WASTE AND RECYCLING BOARD (T/A RELONDON)

our responsibility for ensuring that there is a sound system of internal control, including arrangements for the preparation of the Accounting Statements. We confirm, to the best of our knowledge and belief, with respect to the Accounting Statements for the year ended 31 March 2025, that:

	Agreed		
	Yes	No*	
1. We have put in place arrangements for effective financial management during the year, and for the preparation of the accounting statements.	✓		<i>prepared its accounting statements in accordance with the Accounts and Audit Regulations.</i>
2. We maintained an adequate system of internal control including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.	✓		<i>made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.</i>
3. We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and Proper Practices that could have a significant financial effect on the ability of this authority to conduct its business or manage its finances.	✓		<i>has only done what it has the legal power to do and has complied with Proper Practices in doing so.</i>
4. We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.	✓		<i>during the year gave all persons interested the opportunity to inspect and ask questions about this authority's accounts.</i>
5. We carried out an assessment of the risks facing this authority and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.	✓		<i>considered and documented the financial and other risks it faces and dealt with them properly.</i>
6. We maintained throughout the year an adequate and effective system of internal audit of the accounting records and control systems.	✓		<i>arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of this smaller authority.</i>
7. We took appropriate action on all matters raised in reports from internal and external audit.	✓		<i>responded to matters brought to its attention by internal and external audit.</i>
8. We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on this authority and, where appropriate, have included them in the accounting statements.	✓		<i>disclosed everything it should have about its business activity during the year including events taking place after the year end if relevant.</i>
9. (For local councils only) Trust funds including charitable. In our capacity as the sole managing trustee we discharged our accountability responsibilities for the fund(s)/assets, including financial reporting and, if required, independent examination or audit.	Yes	No	N/A
			✓

***Please provide explanations to the external auditor on a separate sheet for each 'No' response and describe how the authority will address the weaknesses identified. These sheets must be published with the Annual Governance Statement.**

This Annual Governance Statement was approved at a meeting of the authority on:

DD/MM/YYYY

and recorded as minute reference:

MINUTE REFERENCE

Signed by the Chair and Clerk of the meeting where approval was given:

Chair

SIGNATURE REQUIRED

Clerk

SIGNATURE REQUIRED

<https://relondon.gov.uk/> OR PUBLICLY AVAILABLE WEBSITE/WEBPAGE ADDRESS

Section 2 – Accounting Statements 2024/25 for

LONDON WASTE AND RECYCLING BOARD (T/A RELONDON)

	Year ending		Notes and guidance
	31 March 2024 £	31 March 2025 £	
1. Balances brought forward	5,763,433	2,982,614	Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of previous year.
2. (+) Precept or Rates and Levies	0	0	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.
3. (+) Total other receipts	1,534,057	8,087,430	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.
4. (-) Staff costs	-2,580,934	-2,502,734	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.
5. (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).
6. (-) All other payments	-1,733,943	-1,449,666	Total expenditure or payments as recorded in the cash-book less staff costs (line 4) and loan interest/capital repayments (line 5).
7. (=) Balances carried forward	2,982,614	7,117,644	Total balances and reserves at the end of the year. Must equal (1+2+3) - (4+5+6).
8. Total value of cash and short term investments	3,268,070	7,370,231	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.
9. Total fixed assets plus long term investments and assets	9,547,406	2,595,254	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.
10. Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

For Local Councils Only	Yes	No	N/A	
11a. Disclosure note re Trust funds (including charitable)				The Council, as a body corporate, acts as sole trustee and is responsible for managing Trust funds or assets.
11b. Disclosure note re Trust funds (including charitable)			✓	The figures in the accounting statements above exclude any Trust transactions.

I certify that for the year ended 31 March 2025 the Accounting Statements in this Annual Governance and Accountability Return have been prepared on either a receipts and payments or income and expenditure basis following the guidance in Governance and Accountability for Smaller Authorities – a Practitioners' Guide to Proper Practices and present fairly the financial position of this authority.

Signed by Responsible Financial Officer before being presented to the authority for approval

[Signature]
Date 20/05/2025

I confirm that these Accounting Statements were approved by this authority on this date:

DD/MM/YYYY

as recorded in minute reference:

MINUTE REFERENCE

Signed by Chair of the meeting where the Accounting Statements were approved

SIGNATURE REQUIRED

Agenda item 9: Programme reporting

Last year progress against delivery plan was reported in detailed reports against output metrics, the final report for 2024-25 is attached in the appendix 5.

An equivalent document for 2025-26 has not been compiled for 2025-26 yet as we are only two months into the financial year (a verbal update on highlights or challenges not already covered will be provided). This was the first year of reporting in this way after previously compiling a narrative report on programme work.

It is noted that the output metrics only highlights what activities have been completed and is not an indicator of outcomes or impact. It is also very detailed and perhaps not easily penetrable for Board level discussion.

The Board is requested to discuss what information it would like to receive in relation to progress on the delivery plan and programme of work and give a steer as to whether the output metrics should continue to be used.

As a note, the discussion on the Theory of Change earlier in the meeting (item 7) should give some indication of priorities and level of reporting.