

London Waste and Recycling Board

Board Meeting



10am-12pm Wednesday 22 October 2025
Board Room, Sustainable Workspaces, County Hall,
Belvedere Road, London SE1 7PB

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 Including updates from Strategic Resources Committee and finance and fundraising review	5	For discussion and approval	1: Media coverage 2: Events list 3: Finance report
5	Impact report preview presentation	-	For discussion and approval	4. Impact report slide deck
6	Theory of change report	10	For information	5: 2025-26 delivery plan report
7	AOB	-		
8	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 **18 June 2025**, at: Sustainable Workspaces, 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
Joe Murphy

Approved at ReLondon Board Meeting on 22 October 2025

Signature:

Also Present

Board advisors	Shaun Spiers, Mike Brown
GLA:	Jemilah Bailey
ReLondon:	Wayne Hubbard, Antony Buchan, Jo Rogers, Katie Rowberry, Pauline Metivier, Ellie Cunningham, Georgie Eldridge

Minutes

1 Welcome, introductions and apologies

The Chair welcomed attendees to the meeting. Apologies were received from Mark Fletcher, London Councils.

2 Declarations of interest

No new declarations were made.

3 Minutes of the previous meetings

Minutes of the meeting held on 3 April 2025 were approved.

4 CEO's report

WH provided a verbal update covering the organisation's financial and strategic position. The report highlighted a strong cash position at the end of FY 2024-25, and the Board commended the team for dedicated work on this area. In the current year, progress against income target was noted at 66%, against a 70% milestone set out in the financial plan. Income progression is being closely monitored with the SRC and does not require corrective action at this stage.

Discussion addressed the ongoing challenges of balancing strategic intent with funding availability, noting the importance of staying agile to pursue emerging opportunities. At the time of the meeting, the team were actively progressing several funding opportunities, including multiple large scale partnership opportunities through the Horizon Europe programme.

SRC update

- Recommended the AGAR for approval (agenda item 6)
- Requested a review of the five year financial plan at the next meeting to test assumptions and progress one year including the 'yellow boxes.'
- Suggested a more structured approach to strategic stakeholder engagement would be useful to allocate resources.

JR shared that consultants have been engaged to support SMT effectiveness and mitigate leadership continuity risk. The Board were invited to consider how they might feed into this work.

ACTION: Review of five year fundraising and financial plan to be brought to next meeting.

5 Pipeline and path to target

The team shared updates on pipeline development and income progress. While slightly behind target, the team consider the gap manageable. Active prospecting is also ongoing, including scoping of UK philanthropy prospects and in-year funding opportunities, with new and existing funders.

The Board reflected on challenges in the wider funding market at present and noted the importance of strategic decision making in response to this, particularly on the types of funding opportunities we prioritise and the necessary steps to set teams up for success in pursuit of these.

6 Annual governance and accounting report

The AGAR and annual accounts were formally approved. The Board congratulated the team on the positive outcome of the audit.

7 Theory of change presentation (no papers)

SMT presented the updated Theory of Change (ToC), developed to better articulate ReLondon's strategic priorities and define what success looks like year on year.

The Board welcomed the updated approach and provided feedback, including:

- A call to reflect on both transition from the status quo as well as towards future ambitions – where we are moving from as well as to.
- The need for clear metrics that demonstrate impact.
- Recognition that fundability must be considered, even where direct funding is not yet evident.
- A request for alignment between project-level reporting and the ToC impact framework.

Board members commended the clarity and structure of the new ToC and supported ongoing refinement of impact metrics.

ACTION: SMT to circulate presentation and accompanying questions for further board input ahead of the next meeting.

8 London policy influence working group update

KR provided an update on the group's recent meeting, which focused on the ETS and broader influencing strategy to coincide with the work of the CE taskforce. The group identified various ministers that could aid this work, with initial outreach and engagement to follow in the coming weeks.

It was raised by NB that the attendees at the meeting were all Labour representatives and that the Chair should consider widening the attendee list to include members of the opposition party.

Discussions also addressed the need to support London's local authorities with policy shifts such as the Emissions Trading Scheme (ETS) and board members stressed the appeal of quick-win solutions for local authorities.

Board members in attendance at the working group reflected on the success of the meeting and commended the efforts of the team in preparing for and facilitating the session.

The Board also heard about ongoing work to develop a joint document with the GLA and London Councils to highlight the value of circular economy in delivering against government priorities, such as green growth and social cohesion. This will underpin behind-the-scenes

influencing and inform potential development of a parliamentary event in Circular Economy Week to bring together influential supporters.

Mixed views were expressed regarding the option of attending the Labour Party Conference, with concerns about cost contrasting with the merits of value and visibility in reinforcing the role of ReLondon in this space.

ACTION: SMT to consider and make a recommendation for a course of action to engage parliamentarians.

9 Programme reporting

No formal programme updates were presented due to the early stage in the delivery year.

In line with the ongoing Theory of Change review, the Board were invited to input on preferred methods for progress and impact reporting, acknowledging the importance of demonstrating and interrogating 'success' as opposed to top-line progress updates.

ACTION: SMT to revise reporting appropriate to Theory of Change and delivery plan

10 AOB

No additional items were raised.

Minutes prepared by Ellie Cunningham
Partnerships and Operations Assistant

Agenda Item 4: Chief Executive Officer's report

Top Risk Areas

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: At the end of Q2 we had secured 69% (£1.36m) of our full year income goal against a Q2 target of 80%. We have continued to be successful with grants and consultancy work but have not managed to achieve significant income from government or new partnerships yet. It is anticipated that income and expenditure will be revised down before the December meetings, but that the year-end cash position of £5.4m as per the five year plan will be achieved. The pipeline for next financial year is healthy with £1m worth of bids already submitted and a further £2.5m in pre-pipeline stage. (More detail in report from Strategic Resources Committee on P8).

Plans: Plans are in place and on track for the remainder of this year. Attention has turned to creating a more specific five year plan that sits under the strategic vision and priorities to define focused and achievable impact goals to inform the projects and funding partners we pursue. This will then be aligned with the impact report and put us back on track with a more logical planning cycle.



Partners:

We will undertake scenario planning over coming months to understand the impact of this on our future income plans. This scenario planning will also be informed by work with the GLA team and London Councils to clarify our future funding and delivery relationships.

Strategic partnerships highlights:

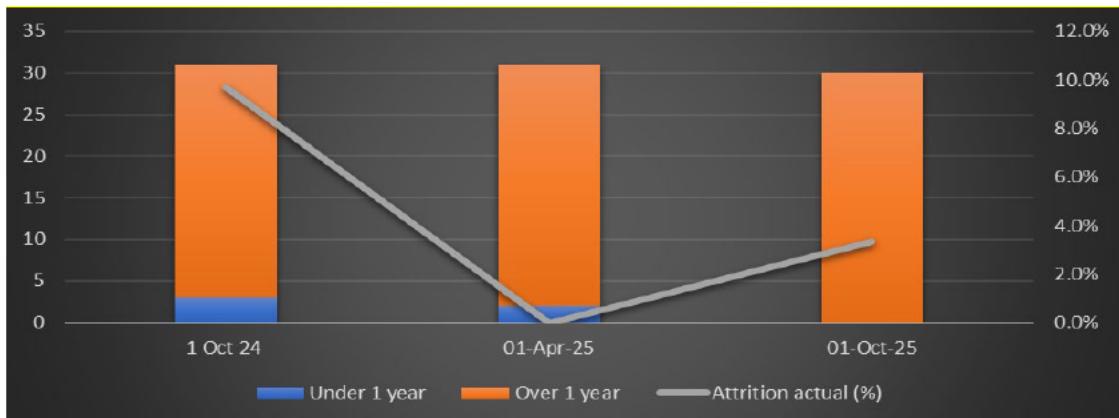
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]

[REDACTED]

People: One leaver in the last quarter who was a new starter and did not complete their probation period. Attrition for last 12 months currently stands at 3.5%.

Recruitment has been completed and the new postholder will start on 20 October.



Attrition rate on 1 October 2025

Organisational development

The senior team have now taken part in three sessions in the leadership development programme (one full day and two half days) as well as complementary individual coaching.

The sessions are directed towards:

- Developing a strategic, high performing leadership team
- Co-creating and developing team purpose, ethos and behaviours.
- Building trust and clarity on individual and collective roles
- Accelerating capabilities in SMT and energising the wider organisational community

The attention so far has been on articulating focus for the next five years that will help us to achieve our circular economy vision and financial transition plan.

Alongside this we are exploring what the transition from a senior management team to a senior leadership team would look like.

Communications and publicity

Press releases:

One press release has been issued since the last Board meeting: **ReLondon launches new Circular Materials Innovation Awards** – announcing the introduction of ReLondon's new Circular Materials Innovation Awards, inviting applications for grant funding from London-based businesses creating commercially viable materials from waste, which enable circular systems or which work with nature.

The press release was issued to a selection of business, trade and sustainability media, including sector specific outlets across construction, textiles, and food packaging.

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:

ReLondon has been represented at the following events since the last report:

- **In the Drink Parliamentary Reception – 01/07/2025** Sarah Beaton represented ReLondon and attended a parliamentary reception about tackling single-use plastic, hosted by Ruth Cadbury, Labour MP for Brentford and Isleworth.
- **CLUBZERØ presents: Reuse RoundTable at Browne Jacobson, London 03/07/2025** – Lamia Sbiti participated in a roundtable focused on packaging reuse.
- **LARAC Wales – 08/07/2025** – Freya Rose gave a presentation on learnings from the flats above shops recycling pilot project.
- **Barclays Sustainability Breakfast – Future proofing for growth – 10/07/2025** – Lamia Sbiti attended this business networking breakfast event.
- **Policy Connect Industrial Strategy event – 15/07/2025** – Antony Buchan and Lamia Sbiti attended a parliamentary event focused on the UK government's national industrial strategy.
- **A circular high street made real on Oxford Street – 18/07/2025** ReLondon and Ellen MacArthur Foundation hosted a networking breakfast for prominent Oxford Street retailers to secure initial buy-in for a circular high street pop-up activation during LCAW 2026.
- **Simpler Recycling: What all UK housing providers need to know – 09/09/2025** – Shelley Holmes spoke about Simpler Recycling during a MetroSTOR webinar for housing providers.
- **Textiles Recycling Association: Circular Economy Taskforce textiles and clothing roadmap – 24/09/2025** – Wayne Hubbard presented on the CETF textiles and clothing roadmap.
- **Camden Council: How to become a circular economy borough – 25/09/2025** – Pauline Metivier participated in a debate hosted by Camden Council

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

Awards:

- **LARAC Awards** – ReLondon was ‘Highly Commended’ in the Best New Idea category for its rethinking recycling for flats above shops project.
- **National Recycling Awards 2025** – ReLondon is a finalist in the following categories:
 - Campaign of the Year - Repair Week 2025
 - Circular economy initiative - High Streets Beyond Waste
 - Digital Innovation: Data or automation breakthrough - Resource Futures/Dsposal and ReLondon – Household waste model
 - Food Waste Initiative – Introducing a food waste collection for flats above shops.

Winners will be announced on 25 November 2025.

- **APSE Waste, Recycling and Circular Economy Innovation Awards 2025** – ReLondon has submitted entries via local authority partners for the following categories:
 - **Local Authority Circular Economy Innovation Award**
 - High Streets Beyond Waste programme, via Southwark Council
 - Heston in the Loop, via Hounslow Council
 - Islington circular food community project, via Islington Council
 - North London Repair Voucher Scheme via North London Waste Authority
 - **Innovation in behaviour change**
 - Flats above shops recycling project

Winners will be announced on 22 October 2025.

Strategic Resources Committee Report

The Committee met once since the last full Board meeting on 18 June.

2025-26 Finance report

Secured income is £1.36m which is 69% of full year budget versus an 80% target for Q2, a target shortfall of c£200k. Grants and consultancy work are collectively 80% of the full year income. However, we have been unable to secure significant new government or partnership funding.

Pipeline for the remainder of 2025-26 has approx. £500k in it however confidence levels in success are lower and it is expected that there will be some reforecasting in the next quarter, this is not expected to deviate from the year end cash position in the five year plan.

There are already £1m worth of bids in submission for 2026-27 and a further £2.5m in pre-pipeline against a £2.5m income target.

Management accounts were noted without exception and committee agreed no change to **treasury management** arrangements (funds on loans to GLA at 3.97% interest rate)

Fundraising and finance review

Strategic Resources Committee heard a review of assumptions made when the financial plan was developed. (Signed off by the Board in December 2024, outlining the income growth required by 2030 for ReLondon to be financially sustainable in the next five years).

[REDACTED]

Strategic Resources Committee recommend:

- [REDACTED]
- [REDACTED]
- [REDACTED]

Staffing report

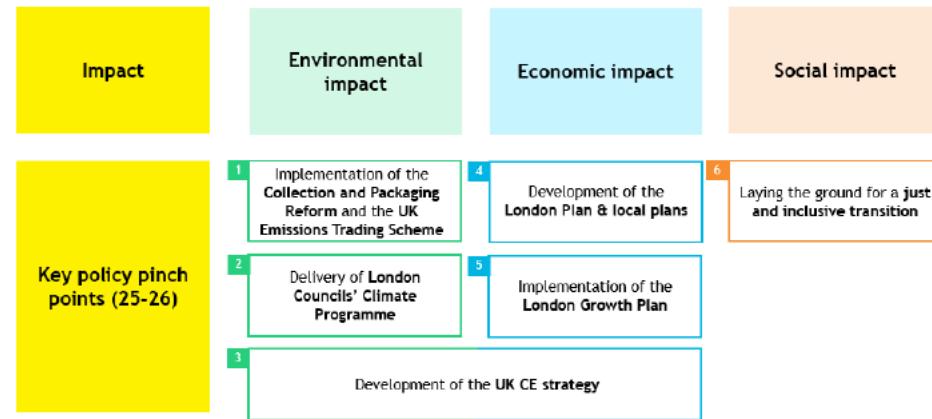
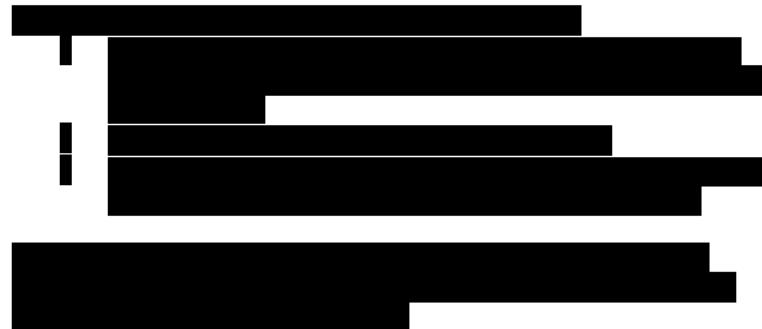
One leaver in the period noted.

Supporting documents:

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

Wayne Hubbard, CEO
October 2025

Agenda item 6: Theory of change update



I: Preparing London for the Collection and Packaging Reform (CPR) and the UK Emissions Trading Scheme (ETS)

	What does winning look like	Update	RAG
Support effective service changes	<p>London maximises its recycling potential through improved services and a behavioural shift, achieving a constant performance uplift.</p> <p>London is recognised as a global leader for the way waste and recycling services are delivered in an urban context.</p>	<p>Simpler Recycling policy establishes the imperative for service improvements by April 2026.</p> <p>pEPR and New Burdens (food waste) funding provide the financial mechanism to deliver enhanced services. More than £200m has been allocated to London boroughs to deliver improved services.</p> <p>ReLondon has provided expertise and support to help authorities implement these improvements to some degree, with those facing specific challenges receiving more tailored support.</p> <p>There remain concerns that pEPR funding will not be fully directed towards service improvements, despite the requirement for authorities to sign a government declaration guaranteeing its intended use.</p> <p>[REDACTED]</p>	█

		<p>As such there is significant risk to the success of CPR due to lack of ringfencing for funds and the financial position boroughs are in.</p>	
Support waste reduction measures	<p>Plans are in place to protect boroughs from ETS financial risk by driving behaviour change towards a reduction in plastics and textiles waste. Those plans are backed by increased level of support, including from government.</p>	<p>ReLondon is making the case to government on the financial risks posed by ETS for local authorities through the Policy Influence Working Group, using evidence from its new London Waste Model to quantify potential impacts and mitigation opportunities.</p> <p>We have developed a proposal to pilot the collection of flexible plastics from flats to reduce the carbon intensity of residual waste and are working on a proposal for packaging refill pilots to reduce single-use plastics and encourage more sustainable consumer behaviours. Initiatives to help London boroughs to manage ETS-related financial risks through waste prevention, increased recycling, and strengthened collaboration with government.</p> <p>The ETS risk is a significant looming issue which could negate any net financial gains for boroughs from EPR funding. Persuading boroughs to invest in collaborating with us to alleviate this is proving challenging in the difficult economic environment.</p>	AMBER

2: Supporting the delivery of London Councils' Climate Programme

	What does winning look like	Update	RAG
Evidence and strategic steer	Boroughs have the evidence base to continue delivering initiatives that tackle consumption-based emission and support the circular economy.	<p>Ongoing projects, no specific update of note.</p> <p>Projects include:</p> <ul style="list-style-type: none"> • dataset to monitor waste, consumption and emissions. • modelling of material flow for electricals and buildings. <p>insights from its pilots: Heston in the Loop; High Street Beyond Waste; North London Repair Voucher scheme; the Cally food community.</p>	GREEN
Fundraising	London Councils' Climate Programme, in partnership with ReLondon, secures essential funding and support (e.g. from government) for the delivery of transformational CE programmes in London.	The One World Living programme is planned to cease in March 2026: London Councils' Climate Programme will cease to have any specific work.	RED

		<p>This programme has been successful at funding cross borough activity and without it there will be less resource, less sharing and less efficiency.</p> <p>We are trying to secure continuation of part of the programme beyond March and on respective roles between London Councils and ReLondon.</p>	
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3: Supporting the development of the UK CE strategy

	What does winning look like	Update	RAG
Support high quality strategy development and reinforce the role of London and place-based policy	<p>London examples from boroughs, GLA and ReLondon showing the 'art of the possible' to Defra and the taskforce.</p> <p>London SMEs and London government stakeholders well represented and connected with the CE strategy development.</p> <p>Eventual strategy is impactful and works for London.</p>	<p>The consultation on the UK CE Strategy is expected later this year, following some disruption to the process due to the change of the Secretary of State.</p> <p>ReLondon continues to leverage its networks and partnerships across London government and the SME community to support the CE Taskforce, providing evidence and insights on the capital's leading role in the circular transition.</p> <p>This includes demonstrating London examples from boroughs, businesses and community organisations that illustrate the 'art of the possible' in delivering national CE ambitions. These efforts aim to ensure that London is well represented in the strategy's development, and the eventual strategy is impactful and works for London.</p>	AMBER

4: Supporting the development of the London Plan & local plans

	What does winning look like	Update	RAG
Digitalisation and harmonisation of planning policies across boroughs to enable circular growth	<p>Fewer hurdles for developers to provide high quality circular planning data. Easier & quicker review process from borough planning officers.</p> <p>High quality planning data unlocks more reuse of construction materials because of facilitated matchmaking process (through existing marketplaces).</p>	<p>The current digitalisation project for circular planning data is going to plan, and we expect to develop a digital tool by the end of the financial year for GLA, City of London and Westminster to facilitate acquisition, review and use of data.</p> <p>The funding (from Laudes Foundation) runs to March 2026, the challenge of ensuring a legacy, and securing longer term buy in and adoption across London will be a more difficult task.</p>	AMBER

5: Supporting the implementation of the London Growth Plan

	What does winning look like	Update	RAG
Small business support	<p>Demonstrated impact and value for money of small business circular support.</p> <p>Similar or higher national and local economic development budget are dedicated to circular support.</p>	<p>High risk of a decreased circular business support funding from national government because of the discontinuation of the UK Shared Prosperity Fund beyond March 26 and a new funding mechanism for local authority that gives them less choices, focus on different priorities, and will likely disadvantage London vs other parts of the country.</p> <p>Ongoing discussion with potential other local or national funders (as per CEO report))</p>	RED
Local places	<p>Evidence-based and clearer London and national strategy on reuse infrastructure</p> <p>GLA, boroughs and national government have an evidence-based understanding of how the circular economy can help deliver local places regeneration and integrate it into their plans.</p>	<p>Detailed asks and evidence have been transmitted through the CE taskforce about the need for reuse infrastructure.</p> <p>Ongoing discussions with several regeneration programmes in London: Oxford Street, OPDC, Royal Docks.</p>	AMBER

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

	What does winning look like	Update	RAG
Embedding social impact into all our work	All relevant campaigns and projects achieve positive outcomes relating to community, capability and connection, with campaign content engaging and visibly celebrating the full diversity of Londoners.	Co-creation of EDI plan, project design and behaviour change frameworks are in train to ensure the consistent and meaningful inclusion of social impact in ReLondon work.	GREEN
Monitoring social impact	<p>Citizen tracker provides evidence and direction of travel for GLA and London Councils on what is effective (and what is not) as we work towards a just and fair transition.</p> <p>Social and community value is baked into ReLondon projects and evidenced to support wider fundraising efforts.</p>	<p>Scoping underway with for citizen tracker.</p> <p>Expectation that first round data collection will occur before the end of the year and will include questions relating to opinions on environmental, social and economic issues.</p>	GREEN