

# London Waste and Recycling Board Board Meeting



10am-12pm Wednesday 10 December 2025  
River Room, Sustainable Workspaces, County Hall,  
Belvedere Road, London SE1 7PB

Followed by showcase spotlight and sandwich lunch

Zoom [REDACTED]  
If joining online we kindly request cameras are on.

Agenda version: Confidential

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	5	For information	1: EDI policy and plan 2. Media coverage 3: Events list 4: Finance report
5	Focus plan update (presentation)	-	For discussion	
6	Theory of change report	8	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](mailto: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 **22 October 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  
Chantelle Nicholson  
Joe Murphy

Approved at ReLondon Board Meeting on 10 December 2025

Signature: .....

### Also Present

Board advisors	Shaun Spiers, Mike Brown
GLA / London Councils:	Jemilah Bailey, Kate Hand
ReLondon:	Wayne Hubbard, Antony Buchan, Jo Rogers, Katie Rowberry, Pauline Metivier, Ellie Cunningham

### Minutes

#### 1 Welcome, introductions and apologies

Kate Hand was welcomed to the meeting. Apologies were received from Cllr Krupa Sheth. The Chair celebrated the success of recent Circular Economy Week events, with particular thanks to the comms team, noting strong representation and engagement throughout the week.

#### 2 Declarations of interest

No new declarations were made.

#### 3 Minutes of the previous meetings

Minutes of the meeting held on 18 June 2025 were approved.

#### 4 CEO's report

An update was presented on organisational priorities and ongoing efforts to refine the organisational strategy, gaining further clarity on the 'bridge' between strategic direction and operational delivery plan. A draft framework will be brought to the December board for discussion, with the final version to be presented for approval at the March 2026 meeting.

**ACTION:** Chair requested that he and Jo B are given an opportunity to input into the work prior to the Board update.

### Partnerships

Three key updates were noted:

- Useful discussions in SRC covered changes to the likelihood of receiving central gov funding and discussed alternative options in light of this.
- Five Horizon bids have been submitted since the last board meeting, totalling approximately £2 million over four years.
- Relationship with a major philanthropy partner has been further strengthened following productive discussions at a recent event, putting ReLondon in a good place to submit a funding bid soon.

### Financial overview

The Board heard a summary of SRC's financial review, including assurance that ReLondon remains well managed with strong financial controls. While adjustments may be needed to this year's income target, overall, the organisation is on track against the five-year plan. Two

notable shifts in this area have been the revaluation of central government funding prospects and the end of the UKSPF programme.

In light of this, SRC has recommended a revaluation of the revenue generation strategy through a short term “sprint” to explore alternative funding pathways with input from ReLondon, the GLA, and London Councils. Outcomes from the sprint will be brought to the December board meeting, enabling strategic decisions and clarity ahead of the next financial year.

Board discussion highlighted:

- The need to understand where central government funds are being directed and analyse how some of those funds could be re-directed to ReLondon where ReLondon has unique selling points.
- Opportunities to monitor where government funds are flowing more widely, and to explore relationships with these departments.
- The importance of ensuring London’s representation and visibility as a region for investment, given recent national funding trends.

**ACTION:** With support from SMT, the Chair will write to senior central government officials to clarify assumptions on the likelihood of future funding for ReLondon.

The board also discussed borough engagement, including how to demonstrate ReLondon’s value through measurable outcomes. It was suggested that feedback on borough needs and priorities could be sought through an independent body to add substance to the planning process.

It was noted that while the funding landscape in this area remains uncertain, recent efforts have greatly strengthened policy engagement and wider working relationships with central government bodies. To build on this momentum, the Chair encouraged SMT to consider potential opportunities for stakeholder engagement in the coming months.

## 5 Impact report preview

SMT presented an early overview of the 2024-25 Impact Report, the third to be produced by ReLondon. The presentation sought feedback on both the structure and the substance of the draft.

The board was pleased with proposed content and structure and commended the team’s efforts on this so far. The Chair celebrated the power of using real-life examples and case studies to bring the report to life and encouraged board members to share impact stories upon publication of the final report. NB requested the table of borough participation stats by project. JB suggested that consideration should be given to ensuring the impact report better represent what good looks like and demonstrate how ReLondon is delivering against its plans.

The team discussed social media channels, noting that ReLondon is not currently active on X due to low engagement and quality of interactions. LinkedIn remains the most successful platform, and Bluesky is being explored.

**ACTION:** Board to receive a list of ReLondon’s social media channels and associated project accounts, as well as participation table.

The impact report will be finalised in the coming months in line with the feedback received, and publication is expected in December or January. Accompanying social media content will also be prepared for board members to share.

## 6 Theory of change report

SMT presented a summary of local authority engagement, funding opportunities, and current programme updates aligned to ReLondon’s Theory of Change priorities.

Local authorities are set to receive funding through EPR and related schemes, though these funds are not ringfenced for waste and recycling. ReLondon is exploring opportunities to enhance the impact of this funding through a formal support offering to local authorities.

The Board heard about recent efforts to secure multi-year funding for a pan-London food waste recycling campaign. Despite strong advocacy from partner organisations, borough level buy-in has not materialised to the anticipated level, resulting in financial challenges that mean a revised campaign strategy and structure may be needed for the 17 boroughs who have signed up.

Board members acknowledged that while the campaign aligns closely with ReLondon's objectives, the organisation must focus its resources strategically to ensure financial sustainability. There was encouragement to consider options for flexibility and alternate approaches including smaller-scale delivery or phased participation by boroughs as budgets allow. With this feedback in mind, the Board empowered SMT to make an evidence-based decision on the most appropriate next steps.

## 7 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:** The budget target has been reforecast to reflect lower expectations on income generation but still achieve the planned £5.4m year end cash position. As a result, we are working to a full year income target of £1.62m and at time of writing have secured £1.37m (85%). A further c£190k is needed, and currently we are awaiting outcomes of £230k submissions. (More detail in report from Strategic Resources Committee on P7).

**Plans:** Update on five-year focus plan later in the meeting.

**Partners:** Discussions with some borough stakeholders has started to inform planning (above) but we are exploring more formal routes to collect views of partners to add breadth and consistency.

Work with the GLA team and London Councils to clarify our future funding and delivery relationship is underway- these conversations are ongoing but useful progress has been made since the last meeting. We intend to bring our proposals on this to the March board meeting.

**Strategic partnerships highlights:**

- In addition to the 5 Horizon Europe bids (for EC funding, worth over £2m over 4 years) which we submitted in early September (outcomes in March), we have begun project scoping and partner conversations for the next round, likely to span until September 2026.

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

**People:** In addition to our leadership work, we have updated our EDI policy and plans (Appendix I) and are starting to develop a Behaviour Change Framework that includes social value and equalities principles.

**Equity, Diversity and Inclusion**

- Policy and action plan in place and includes (but not limited to):
  - Disability Confident Employer
  - Religious holiday swap policy
  - Inclusive catering policy
  - Fees for non-professional contributors (panellists/ speakers)
- Series of EDI lunch and learns to be delivered in the new year by The Diversity Trust.
- A framework for EDI principles into project management with The Diversity Trust and Behaviour Change.
- Assess appropriate measuring and monitoring tools to be meaningful and efficient for ReLondon.

## 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 2.

### Events:

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

- **Recycling Expo 2025 – 07/08/2025** Tahlia Gray facilitated participation from 9 businesses from ReLondon's circular business community at the Circular Innovation Hub at The Recycling Expo 2025
- **LARAC Conference – 08/10/2025** – Antony Buchan hosted a panel on disruptive citizen communications at the LARAC Conference (in lieu of Ali Moore)
- **Circular Economy Week – 20/10/2025 – 26/10/2025** – ReLondon's eighth annual CE Week comprised 74 events across London and beyond
- **Circular innovation, local action – 20/10/2025** – ReLondon's launch event for CE Week, featuring circular innovators across business and community
- **One World Living Annual Borough Conference – 22/10/2025** Amy Casey and Sarah Malone presented on the Cally Food Project and the London Food Purchasing Commitment respectively.
- **Kickstarting local economies – London Policy Influence Working Group Parliamentary event – 22/10/2025** – ReLondon and Green Alliance organised a parliamentary reception supported by Wera Hobhouse MP and Mete Coban MBE, which showcased to MPs the power of reuse, repair and recycling in kickstarting local economies.
- **Webinar: London's Food Procurement Commitment – 23/10/2025** – Sarah Malone presented a webinar on the changes made to the London Food Procurement Commitment to make it more inclusive and accessible to London boroughs at all stages of action and differing levels of control over catering contracts.
- **London Heritage Quarter webinar series – 22/10/2025, 29/10/2025 and 05/11/2025** – ReLondon delivered three webinars in partnership with London Heritage Quarter on the subjects of food waste, plastics and packaging, and construction and interiors.

Full details of all other events since the last Board meeting are shown in Appendix 3.

### Awards:

ReLondon won the Food Waste Initiative award at the MRW National Recycling Awards 2025 for its [pilot project](#) exploring ways to introduce a food waste collection service for residents living in flats above shops, in partnership with the London boroughs of Hammersmith and Fulham, Islington and Waltham Forest.

We were also 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

## Strategic Resources Committee Report

The Committee met once since the last full Board meeting on 22 October

### 2025-26 Finance report

**Secured income** is £1.37m which is 85% of reforecast (down) versus an 80% target for Q2. Approx £190k needed to achieve target.

**Pipeline** for the remainder of 2025-26 has approx. £227k of submissions pending in it and the outlook for the remainder of this financial year is challenging.

However, there are £1.5m worth of bids in submission for 2026-27 and a further £3.5m in pre-pipeline against a £2.5m income target.

Following discussions at the last meetings the pan London food waste campaign has been repackaged to be financially viable with the existing supporting boroughs and we are working on securing buy in for the new proposal.

**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)

**Validera approved as auditor for one more year.** The independence and competence of Validera (internal auditor) was considered and proposal to retain for one more financial year before going out to tender in 2026-27 was approved.

### Anchor funder and scenarios

Committee was presented with further information regarding the 'anchor funder' discussion and the definition of this as:

- A funder which wants and needs us to exist to **deliver their own agenda**.
- Link with our statutory role/London – and adds **mandate & legitimacy**.
- Looks to us as their '**go to**' **expert** on CE/waste.
- We can have ongoing, **collaborative conversations** about future strategy & plans.
- Likely **long term relationship** development.

Path to target 2026/27 is underway with £1.5m worth of bids already submitted and a commitment for 80/20 split of effort between short term fundraising and long term relationship building. The immediate priorities for 2026-27 were discussed and agreed:



### Supporting documents:

- Appendix 1 Equity, inclusion and diversity policy
- Appendix 2 Media coverage
- Appendix 3 Events list
- Appendix 4 Finance report

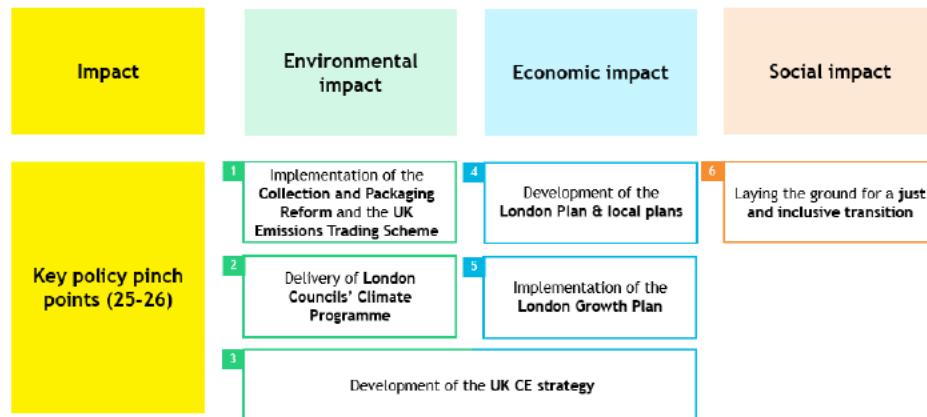
Wayne Hubbard, CEO  
December 2025

## Agenda item 6: Theory of change update

A circular economy will require a systemic change:

- Businesses providing more and better solutions enabling citizens and other businesses to shift to circular behaviours and practices.
- Citizens shifting to more circular behaviours.
- Local authorities' policy (including regulations, actions and services) is key to drive this systemic change at scale.

We identified the key policy pinch points where ReLondon can uniquely deliver solutions in 2025-26, ensuring a balanced way to achieve our three targeted impacts.



### 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>[REDACTED]</p> <p>ReLondon along with waste network chairs are planning a local government and producer summit for the new year to strengthen collaboration between these two major stakeholder groups responsible for UK packaging EPR.</p>	AMBER

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, are working on a proposal for packaging refill pilots to reduce single-use plastics and encourage more sustainable consumer behaviours, and are supporting GLA and London Councils with consideration for London's future circular economy infrastructure needs as part of the London Infrastructure Framework.. 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
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## 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"> <li>dataset to consumption-based emissions.</li> <li>modelling of material flow for electricals and buildings.</li> <li>Insights from pilots: Heston in the Loop (report published); High Street Beyond Waste; North London Repair Voucher scheme; the Cally food community (report in development).</li> </ul>	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.	<p>The One World Living programme is planned to end in March 2026: London Councils' Climate Programme will cease to have any specific work.</p> <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. An OWL workshop was help on 19 November to explore opportunities OWL legacy work.</p>	RED

### 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 Circular Economy Growth Plan is expected early next year, following some delay 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 Growth Plan's development, and the eventual Plan 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 &amp; 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 and all London boroughs to facilitate acquisition, review and use of data.</p> <p>The current funding (from Laudes Foundation) runs to March 2026. We're having promising discussions for the continuation of funding with the Laudes Foundation who is willing to continue to fund us through their existing global programme: the Circular Buildings Coalition.</p>	GREEN

### 5: Supporting the implementation of the London Growth Plan

	What does winning look like	Update	RAG
Small business support	Demonstrated impact and value for money of small business circular support.	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 authorities that gives them fewer choices.	RED

	Similar or higher national and local economic development budget are dedicated to circular support.	focuses on different priorities, and will likely disadvantage London vs other parts of the country.  Ongoing discussion with potential other local or national funders (as per CEO report)	
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>Ongoing discussion with Defra about their upcoming place-based community of practice and the new Pathfinders Evaluation project (established to support local place-based circular economy projects across England).</p> <p>Ongoing discussions with several regeneration programmes in London: Oxford Street, OPDC, Royal Docks.</p> <p>Detailed asks and evidence have been transmitted about the need for reuse infrastructure to the CE taskforce and to the London Infrastructure Framework.</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.	<p>New of EDI policy and interim plan in place to inform strategy, project design and behaviour change frameworks to ensure the consistent and meaningful inclusion of social impact in ReLondon work.</p> <p>Repair Week 2026 is in preparation and will have an evaluation framework which tracks (where possible) who benefits from the activity. Love Not Landfill clothing swaps are ongoing with 6<sup>th</sup> formers at five schools across different boroughs, involving a diverse range of London students.</p>	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>	Work on a bi-annual citizen tracker is ongoing, with an invitation to tender going out to market before the end of the calendar year. The tracker will include questions designed to evaluate social impact of our work and the work of others in London to drive the circular transition and help us adjust accordingly. The first round of survey work to set a baseline will be complete by the end of the financial year, and will include questions relating to environmental, social and economic issues.	GREEN