

## Zero Waste Programme Board

The Westerwood Hotel, 1 St Andrews Road, Cumbernauld, G68 0EW

Tuesday the 29<sup>th</sup> of June 2010 (10:00 – 14:00)

**Present:** Ian Mitchell, Michael Tracey, Colin Paterson, Dan Barlow, George Eckton, Andrew Faulk, Ian Shearer, Tony Rose, Calum MacDonald, Colin Clark, Teresa Bray, Iain Gulland, Stephen Thomson, Maf Smith, Stephen Pathirana

**Apologies:** John Mundell

**In attendance:** Stephen Pathirana, Ewan Swaffield, Kirstine Wood, Callum Blackburn, Andrew Walkden, Mairin Ni Liathain, Ken Wilson, Alasdair Tollemache

Item	Note of Meeting	Action
1	<p data-bbox="328 779 719 813"><b>Welcome and Introductions</b></p> <p data-bbox="328 846 1142 1081">There is broad support for the Zero Waste Plan across the political spectrum which in effect sets a strong strategic direction for future policy. A number of people around the table were instrumental in bringing together such a bold vision and thanks are due. However, a significant amount of work is required to make the strategic aspirations, detailed in the Zero Waste Plan, into a reality.</p> <p data-bbox="328 1115 1129 1317">Zero Waste Scotland brought together seven delivery bodies to create a unified delivery programme which will to help organisations and individuals (which is not without challenge due to the spectrum of stakeholders) move to become a Zero Waste Society. There is a need for us, as the board, to help target that support most effectively.</p> <p data-bbox="328 1350 1145 1451">With the very real potential for significant financial constraint; it is even more important that spending is prioritised in areas which will ensure we deliver a Zero Waste Scotland.</p> <p data-bbox="328 1485 1145 1686">Scottish Government are acutely aware of the need to provide clarity on the actions in the Zero Waste Plan e.g. those which relate to legislation. Scottish Government also have a key role to make links between the work of the Board and other policy areas such as climate change, planning policy, energy policy and business support.</p> <p data-bbox="328 1753 1050 1787">There are four principles for the operation of the Board:</p> <ul data-bbox="328 1821 1145 2022" style="list-style-type: none"><li data-bbox="328 1821 1145 2022">▪ To work as a team. The Board has been formed to provide a balance of interests across policy and delivery of Zero Waste but you are not expected to 'represent' your sector in any formal sense. However, it is recognised that individuals on the Board will have specific views and we will have to reconcile policy tensions to successfully</li></ul>	

	<p>deliver the business. This is best done by building a consensus within a team wherever possible.</p> <ul style="list-style-type: none"> <li>▪ We need to work as ambassadors to promote the strategic direction we have signed up to. A collective voice has more strength</li> <li>▪ We have set piece meetings planned but this must be supplemented with interactive dialogue.</li> <li>▪ Scottish Government and Zero Waste Scotland set the agenda for the first meeting but we are looking for the Board to be pro-active e.g. to input into future agenda with issues for discussion and tabling papers for consideration.</li> </ul>	
2	<p><b>Apologies</b></p> <p>John Mundell, Jan Bebbington (represented at the meeting by Maf Smith) and Duncan McLaren (represented at the meeting by Dan Barlow)</p>	
3	<p><b>The Zero Waste Plan</b></p> <p>The full presentation has been circulated with the note of the meeting minutes. The following points were made by Board Members:</p> <ul style="list-style-type: none"> <li>▪ Policy needs to be more direct and take the form of clear statements. By giving people choices will mean the policy is difficult to drive.</li> <li>▪ Welcome the move from waste to resource management but concern that the Government approach is predominantly driven by incentives to do the right thing; rather than discouragement from doing the wrong thing. Waste charging is something that needs to be considered</li> <li>▪ A lot of emphasis on food waste but we need to also consider the residual waste</li> <li>▪ Can we deliver the transformation from waste management to resource management (including all the infrastructure which will be required to achieve this) within just 10 years?</li> <li>▪ There is concern about timelines with respect to getting the most suitable types of infrastructure built in the correct locations to manage our waste. Has a risk assessment been carried out on the this?</li> <li>▪ There is continued need for integration between energy and waste policy. Need to create markets for recycle and compost materials (limit due to global economy) for a greater range and volume of material - may be a role for regulation to do this</li> <li>▪ Regulation is only acceptable if it is culturally acceptable so we can't lose sight of the need for educational support and behavioural change to work alongside</li> <li>▪ Evidence of voluntary approach with retailers has been successful e.g. in terms of plastic bags so we should not lose sight of delivering aspects of the plan using voluntary agreements</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ The activity of this board needs to focus on delivery and making things happen.</li> </ul> <p>Response from the Chair:</p> <ul style="list-style-type: none"> <li>▪ Accept points about clarity around our delivery programme, particularly around the laying of regulations. Government has a forward programme of delivery work and it is important we are realistic about timescales rather than making promises and missing deadlines. Agreed a risk assessment will help us and this will be carried out.</li> <li>▪ Consensus that Scottish Government need to be as firm as possible and have teeth. The reality however is that the Zero Waste Plan had to be balanced and consensual in parts e.g. as illustrated by the views on a largely voluntary approach sometimes with incentives alongside an approach with firmer regulatory control and disincentives. Point taken in terms of Delivery.</li> <li>▪ Agree it is important to link key policy areas into the zero waste agenda</li> <li>▪ Reinforce again that the key purpose of the board is to start working towards the delivery challenges.</li> </ul> <p><i>Action : Conduct and circulate a risk assessment around implementation of the Zero Waste Plan.</i></p>	<p>Scottish Government</p>
<p>4</p>	<p><b>Waste in Scotland Today</b></p> <ul style="list-style-type: none"> <li>▪ Key challenges for a Large Business - AG Barr plc, Andrew Walkden, Environment Manager</li> </ul> <p>AG Barr has set itself a target of zero waste to landfill by 2012. Currently 70-80% of material generated by business is recycled and going beyond this is proving difficult. Therefore, they are looking for advice form Zero Waste Scotland around service providers with infrastructure which could help them extract more value from their end of line waste (e.g. Energy from Waste Plants or Material Reclamation Facilities).</p> <p>As part of the Courtauld commitment, the company is trying to improve the sustainability of packaging by light weighting but also increasing the recycled content in packaging. Currently they have 25% recycled content in their packaging which is sourced from abroad. They would like advice from Zero Waste Scotland as to where they can source good quality clear PET recycle which can be incorporated into packaging.</p> <ul style="list-style-type: none"> <li>▪ Key challenges for a Small Business - Sturrock Power, Mairin Ni Liathain</li> </ul> <p>Essentially working as contractors at various sites across the UK, often working overnight to minimise disruption to the customer, they often don't have a lot of time to consider how to segregate waste if it is not an area of the country they have worked in before or if they are a sub-contractor. Generally,</p>	

the profit margin on jobs is the main consideration so little allowance is given in the budget for environmental considerations.

To increase consideration of environmental issues training and awareness for free as if courses which result in an industry recognised qualification are more likely to generate interest than a half day event. Releasing staff to attend a half day workshop for example is not as desirable as something which would provide a recognised qualification that would also provide an incentive for customers using the services of the business. Additionally, the Fast Track visit (provided by the organisation formerly known as Envirowise and now part of Zero Waste Scotland) was very successful and the resulting outputs were welcomed by management.

- Key challenges for a Local Authority – North Lanarkshire Council, Ken Wilson, Head of Land Services

A number of policy areas detailed in the Zero Waste Plan require further detail. This is because local authorities will have to factor these into contracts; or they impact upon current and future service delivery and therefore require political input and scheduling into the committee cycle. Policy areas include separate waste collections which will have knock on effects to existing contracts and altering the waste streams. The change to the 25% cap on Energy from Waste requires clarification – 3 year run up in planning system for facilities so need clarity.

Reference was made to the Strategic Waste Fund where local authorities were able to implement collection systems that suited their local circumstances - to retreat from that is costly.

There is a huge risk to the implementation of the Zero Waste Plan arising from the planning system as it is very difficult to get planning permission granted to locate waste infrastructure in the best strategic positions to manage the waste effectively.

- Key challenges for a Third Sector Organisation – Fallin Community Enterprises, Alasdair Tollemache, Manager

The question that was posed to the Board was “how can we sustain the community sector and inspire new projects to start up and get them off the ground?”.

If a person had an idea to set up recycling project today would they have the financial support, council support, community support? The seed funding we received is 5% of our annual income today. There is value provided by this sector, in a addition to the environmental and economic outcomes. However, as a social enterprise who is trying to be commercial as possible we have to accept that the social outcomes make this harder to achieve. Volunteers and workers in the voluntary sector are advocates for Zero Waste.

The following discussion points, between all the presenters and the Board were noted:

- Waste is a mindset and so we really need to start considering it as a resource in the wrong place at the wrong time
- We need to be sure we have the mechanisms in place to enable the right infrastructure to be built and located in the most suitable places
- In terms of changing the collection system – cost is one factor, but to move from current Recyclate collection system would result in disenchantment amongst residents who have embraced the services
- The Landfill Directive is not consistently applied in the UK and there is a need to confirm the definition of segregated waste streams with the European Union
- Ideally there will be consistency between collection systems at work and at home
- There is a need to unpick the issue of comingling versus source segregation
- Is there value in greater standardisation of collection systems? Is this achievable and what is the associated cost?
- As the Waste and Resource Management Industry we need to educate more on the opportunities available. Resources/recyclate are commodities which trade all over the world and so we can't by implication have market certainty.
- In the construction sector, the margins that contractors are working to are often in the region of 1%. So there is a possible quick win to make with the site estimators on how they view waste. A half day training session to show them that it can be a resource that can generate income e.g. soils which proves its not a waste and that it can make a return to bottom line. Would it be possible for Zero Waste Scotland to develop a certified course, which could be recognised by the industry, in this area?
- Construction projects never seems to exceed 75 - 80% recycling so need help from ZWS to enable them to do that
- Smaller companies don't have much buying power and working with waste management companies on construction sites can change perceptions and attitudes to waste – rebranding it as resource to decision makers is important

Response from the Chair:

- Resource is a generic term and we are still trying to sell some of the concepts but fully accept we should strive to move beyond the term 'waste'.
- A balance has to be struck between a national framework and local autonomy on delivery methods. In terms of relationships with councils Government are mindful of the

	<p>concordat. However, if Councils themselves can see benefits from greater consistency then it is our job is to encourage and promote best practice and to support joint working wherever desired.</p>	
5	<p><b>The Creation of Zero Waste Scotland and its Programme Board</b></p> <p>The Zero Waste Plan Consultation provided a clear steer that there was a need for a simplified delivery landscape. This formal board structure will help set directions and provide the control.</p> <ul style="list-style-type: none"> <li>▪ Will the board be given sight and able to comment on Zero Waste Scotland's Annual Operating Plan? What role can the board play in stimulating discussion and activity around linked policy areas? Will the board be able to consider wider government indicators in these areas?</li> <li>▪ Supporting larger facilities would lower gate fees. Has the cost benefit curve been considered? Can the group make comment on these types of things or are economic impacts less important</li> <li>▪ The right delivery partners are on the Board but we will need the political will. Access to the Cabinet Secretary occasionally would reassure board of his support</li> <li>▪ There is a lot of expertise round the table and can two meetings a year allow us to influence Zero Waste policy; or will we just be there to provide checks and balances on performance of Zero Waste Scotland</li> <li>▪ is it just about performance review and management of performance of Zero Waste Scotland. How involved will the board be in the scrutiny of the organisation?</li> </ul> <p>Response from the Chair:</p> <ul style="list-style-type: none"> <li>▪ The key role of the Board is to influence and inform the operating plan for Zero Waste Scotland (after the transition year) and to provide assurance that delivery of the Plan is efficient and effective.</li> <li>▪ As previously indicated there are also several action points for Governments and other players. As far as Government is concerned, it is reasonable that this group can periodically receive updates and influence progress on the Zero Waste Plan more broadly. There is little point in creating yet another group – this will be reflected in a revision to the Governance paper.</li> <li>▪ Several of these issues are of course being taken forward in groups involving membership around the table.</li> <li>▪ It will be appropriate for the Cabinet Secretary to attend periodically not least to hear about the work of the Board first hand</li> <li>▪ There was broad agreement on direction of travel and the governance paper.</li> </ul> <p><i>Action: Secretariat will provide advanced notice of strategic</i></p>	Zero Waste

	<p><i>issues to come in front of the Board so that members can get a sense of forward planning.</i></p> <p><i>Action: We would further consider how we can make the Board into a network with more regular interaction, including the possibility of an electronic discussion forum</i></p> <p><i>Action: Alter the timescale for issuing papers to the Board from five to ten days (in the Governance paper), noting that other members will also be responsible for issuing papers at future meetings.</i></p>	<p>Scotland</p> <p>Zero Waste Scotland</p> <p>Scottish Government</p>
6	<p><b>Zero Waste Scotland delivering in 2010/11 transition year and beyond</b></p> <p>The full presentation has been circulated with the note of meeting. The following discussion points were made by the Board:</p> <ul style="list-style-type: none"> <li>▪ Reinforcement of point about board members to be ambassadors for the programme</li> <li>▪ In response to the views expressed in the Zero Waste Plan consultation, we are producing coherent solutions to problems identified and have rebranded to Zero Waste Scotland. An integrated Annual Operating Plan has been produced for the interim year 2010-11. This was worked through with individual partners, which ensured continuity for much good work already in place but also altered to reflect the change in priorities following publication of the Zero Waste Plan, in which 10 of the 22 actions relate to Zero Waste Scotland.</li> <li>▪ This transition year allows a review of what we are doing and enable prioritisation of resources to allow focus on achieving our key outcomes and targets. This is in essence what the Board should oversee for future years.</li> </ul>	
7	<p><b>Discussion and Questions</b></p> <ul style="list-style-type: none"> <li>▪ Zero Waste Scotland have had an incredible challenge dealing with operational and personnel issues and so we have still to adequately set out the policy changes – linking to the previous discussion about regularity of meetings the Board would like to meet in the Autumn to start the process of making difficult choices against a tighter budget settlement</li> </ul> <p><i>Action: Zero Waste Scotland to arrange an Autumn Board session, the key purpose to be planning ahead to the 2011-12 Operating Plan and the hard choices which lie ahead.</i></p> <ul style="list-style-type: none"> <li>▪ Concern that ZWS influence the proposed waste prevention plan and be involved in the delivery of that.</li> <li>▪ Need to stimulate private sector investment as part of future Plans – need to focus on strategic planning issues</li> </ul>	<p>Zero Waste Scotland</p>

	<p>to get the scale of delivery required.</p> <ul style="list-style-type: none"> <li>▪ Historically support has been provided on a sectoral basis e.g. specific programmes aimed at business or the third sector. We need to challenge this approach.</li> <li>▪ Given comprehensive spending review questions about the necessary resource to deliver the projects and actions in the Annual Operating Plan and Zero Waste Plan</li> <li>▪ Our task is to agree where we want to get to and then prioritise resourcing accordingly. An autumn session will focus on this by which time we may have greater clarity of the financial resources.</li> </ul> <p><b>Conclusion</b></p> <p>Thank you to members of the Board for strong contributions to a first meeting which is always more challenging. ZWS and Government have taken away some key messages and welcome the consensus that we should get together again in the Autumn</p>	
8	<p><b>AOCB</b></p> <p>The Board thanked Donald McBrayne for allowing them to visit Scottish Water Horizons Deerdykes Organics Recycling Facility and for providing such a comprehensive overview of how the plant operates.</p>	
9	<p><b>Date of Next Meeting</b></p> <p>Secretariat will canvass for a suitable date for an Autumn session.</p>	