

MAYOR OF LONDON

Tony Arbour AM

Chairman of the London Assembly
City Hall
The Queen's Walk
More London
London SE1 2AA

Our ref: MGLA130217-2265

Date: 16 FEB 2017

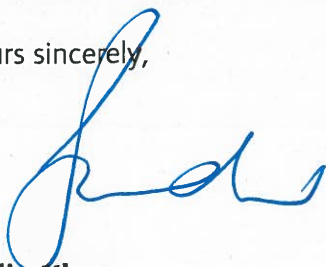
Dear Chairman Arbour,

Re: Proposed Appointment to the Office of Chair of the London Waste and Recycling Board (LWARB)

Thank you for your letter of 10 February in which you advised of your proposal to hold a Confirmation Hearing for Dr Liz Goodwin OBE in respect of this appointment. I am grateful for the notice which you have sent to Dr Goodwin.

I enclose the application pack for the position of LWARB Chair - which includes an up-to-date summary of the role and responsibilities of the Chair - together with a summary of key issues and priorities for the London Waste and Recycling Board.

Yours sincerely,



Sadiq Khan
Mayor of London

Encs.

This page is intentionally left blank

MAYOR OF LONDON

LONDON WASTE AND RECYCLING BOARD

MAYOR'S REPRESENTATIVE (CHAIR) APPLICATION PACK

Dear Applicant

Mayor's representative (Chair) of the London Waste and Recycling Board

Thank you for your enquiry regarding the role of the Mayor's representative (Chair) of the London Waste and Recycling Board (LWARB)

This information pack provides you with information on the role and responsibilities of LWARB and details about the application process for the role of Mayor's representative (Chair).

If you have any queries on the content of this pack, please contact **Andrew Richmond** on **+44 (0)20 7983 4273**.

We look forward to receiving your application.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sadiq Khan', with a small mark below the 'n'.

Sadiq Khan
Mayor of London

- 1. Introduction**
- 2. About LWARB**
- 3. Membership and Governance**
- 4. Role Specification**
- 5. Appointment Details**
- 6. Appointment Process**

1. Introduction

Thank you for your interest in becoming the Mayor's representative (Chair) of the London Waste and Recycling Board (LWARB). This is an exciting opportunity to bring your skills and experience to a key strategic leadership role delivering the Mayor of London's priorities, including:

- getting London back on track to reaching a 65 per cent recycling rate by 2030;
- creating jobs in reuse, repair, remanufacturing and materials innovation to support London's transition to the circular economy; and
- London becoming a zero carbon city by 2050.

LWARB is a partnership between the Mayor and the London boroughs with the primary objective of promoting and encouraging (so far as relating to Greater London);

- the production of less waste,
- an increase in the proportion of waste that is re-used or recycled, and
- the use of methods of collection, treatment and disposal of waste which are more beneficial to the environment

2. About LWARB

The LWARB is provided for in the GLA Act 2007 and was formally constituted in September 2008 with funding from both central Government and the London Development Agency.

LWARB's objective is to use that fund in Greater London to promote and encourage the production of less waste, increase the proportion of London's waste that is reused or recycled, and encourage the use of methods of collection, treatment and disposal of waste that are more beneficial to the environment.

LWARB must act in accordance with provisions of the London Environment Strategy dealing with municipal waste management and act in general conformity with the London Plan.

LWARB provides debt finance for the commercial sector and small amounts of grant funding for public and third sector organisations.

Further information on LWARB, its membership and its current programmes can be found at www.lwarb.gov.uk

3. Membership and Governance

Constitution

The Board is made up of eight members with the Mayor or his representative as the chair. The Mayor also appoints one independent board member and London Councils appoints four London borough representatives and two independents.

Decision making

Day to day decision making is delegated to The Board's committees and these are; Investment Committee, Audit Committee and Resource London Partnership Board

4. Role Specification

Main purpose of role

- To provide strategic leadership to the LWARB and bring about action on the ground to facilitate improved waste management across London. To contribute to the Mayor of London's priorities for getting London back on track with hitting the 65 per cent target by 2030, and creating jobs in reuse, repair, remanufacturing and materials innovation to support London's transition to the circular economy.
- To lead the overall strategic direction of the LWARB within the policy and resources framework determined by the Mayor of London's Municipal Waste Management Strategy (and its successor the London Environment Strategy) and Spatial Development Plan (the London Plan) and any subsequent changes or revisions made by the Mayor of London.
- To promote the LWARB's vision, values and culture and to help ensure the implementation of the Board's Business Plan
- To provide strategic leadership in decision making on the allocation of the London Waste and Recycling Fund.
- To act as a figure head / public face for LWARB and represent the views of the Board to stakeholders and the general public
- Ensure the proper and effective running of the Board

Duties and responsibilities

The Chair of the LWARB has a crucial role in providing leadership to ensure the proper and effective running of LWARB.

The Chair has particular responsibility for:

1. Leading on the development of the strategic direction of the LWARB, and to provide constructive challenge as appropriate.

2. Leading on the formulation of LWARB's Business Plan and ensure that the Board sets challenging goals and objectives for the organisation.
3. Ensuring that the Mayor of London, Greater London Authority Group, the London Councils and Secretary of State (DEFRA) are kept informed of any changes which are likely to impact on the strategic direction of LWARB or on the attainability of its targets, and ensure the Board implements the steps needed to deal with such changes;
4. Ensuring that the necessary financial resources are in place for the LWARB to meet its objectives and to ensure that the accounts accurately reflect the financial performance;
5. Ensuring that the actions and decisions of the Board comply at all times with the rules relating to the use of public funds and to conflicts of interest and that, in reaching decisions, the Board has regard to any guidance issued by the Secretary of State (DEFRA) and any provisions set out in its funding agreements;
6. Represent the LWARB in its dealings with Government, the Greater London Authority Group, London Councils and external organisations;
7. Working as an ambassador of the LWARB with a wide range of stakeholders and represent the interests of London and Londoners;
8. Ensuring that the Board does not exceed its powers or functions;
9. Attending and chairing regular board meetings and other events;
10. Demonstrating high standards of corporate governance at all times;
11. Providing leadership in considering how best to manage the Board's daily activities, including the appointment of staff if appropriate;
12. Ensuring that the Board abides by the Seven Principles of Public Life published by the committee on Standards in Public Life;
13. Maintaining awareness of subjects relevant to waste management;
14. Engaging fully and ensure the full engagement of Board members in collective consideration of the waste management issues before them, ensuring the Board has regard to the full range of relevant factors, including any guidance issued by the Secretary of State (DEFRA); and lead on decision making.
15. Ensure that the LWARB acts in accordance with the provisions of the London Environment Strategy dealing with municipal waste management as required under the GLA Act,

The Chair is also expected to:

16. Ensure that all members of the Board, when taking up office, are fully briefed on the terms of their appointment and on their duties, rights and responsibilities, and receive appropriate induction training, including on the financial management and reporting requirements of public sector bodies and on any differences which may exist between private and public sector practice;
17. Advise the Mayor of London and the London Councils of the needs of the Board when vacancies arise, with a view to ensuring a proper balance of professional and financial expertise;
18. On request, assess the performance of individual Board members when they are being considered for re-appointment to the Board;
19. Ensure that a list of matters reserved for the Board's decision is maintained by the Board;
20. In consultation with the Chief Operating Officer and with the Greater London Authority and London Councils, and prior to the start of the financial year, set salary progression criteria and performance targets staff.
21. Ensure the efficient and effective use of staffing and other resources;

Note

This role description may be subject to review in the light of changing circumstances. It is not intended to be rigid or inflexible but should be regarded as providing guidelines.

Criteria

To fulfil the role of Chair, applicants will have:

- Leadership experience in the public or private sector
- Experience of working with local and national government at a senior level
- Good understanding of waste management issues including recycling, carbon implications and the Circular Economy,
- Experience of accessing finance/working with financial institutions
- Track record of working in political environment

Further information on LWARB, its membership and its current programmes can be found at www.lwarb.gov.uk.

Profile of successful candidates

We aim to achieve a diverse board, containing a broad range of experience. Applications are welcome from leaders from all parts of the community, and we particularly welcome applications from candidates with expertise and an understanding within the following sectors:

- Circular economy
- Green finance
- Reuse, repair and remanufacture
- Recycling and materials recovery
- Resource management
- Climate change mitigation

The successful candidate will be the individual who best meets the criteria laid out in the role specification.

London's diversity is its biggest asset and we strive to reflect London's diversity in all Board appointments. The aim is that the LWARB reflect London's diversity so we welcome applications from all sections of the community, regardless of age, gender, ethnicity, sexual orientation, faith or disability.

5. Appointment Details

Time Commitment

The role requires an approximate time commitment of one day per week.

Remuneration/ Expenses

The position of Chair is remunerated and it is considered that for the time commitment set out above, the remuneration is £20,000 per annum plus expenses.

Term of the Appointment

The term of the appointment will be specified by the Mayor but is likely to coincide with his current Mayoral term which ends in May 2020.

Start Date

Appointees are expected to be available to take up their role in February/March 2017 with the inaugural meeting of the newly appointed Board expected to take place in March 2017.

6. Appointment Process

Following assessment of applications against criteria for appointment, shortlisted applicants will be interviewed by a selection panel which will include the Deputy Mayor for Environment and Energy, GLA officers and an independent member. The panel will make recommendations for appointment to the Mayor of London. Appointment to this role may also be subject to a London Assembly Confirmation Hearing so availability to attend such a hearing in February 2017 is a prerequisite.

Interviews are currently expected to be held on Friday 20 January and Monday 23 January 2017. Please try and ensure your availability on these dates. If this is not possible, please notify us in your application.

The GLA promotes an equal opportunities policy. Appointments are made on merit, following a fair and transparent process, and these appointments are governed by Nolan principles and the Mayor of London's protocol on appointments. Please view our [Protocol on Mayoral appointments](#) for further details.

The Mayor of London will confirm appointments to the Board.

How to Apply

You are asked to submit a covering letter and CV (max 4 sides) giving details of the relevant experience that equips you to serve as Chair or the London Waste and Recycling Board, in particular addressing the criteria listed above under role specification.

Applications should show substantial leadership experience in the public or private sector, experience of working with local and national government at a senior level, a good understanding of waste management issues including recycling, carbon implications and the Circular Economy, experience of accessing finance/working with financial institutions and a track record of working in political environment.

Please note elected members of London borough councils or the Common Council are not eligible for this position.

The aim is that the London Waste and Recycling Board should reflect London's diversity so we welcome applications from all sections of the community.

Please ensure your CV contains the name and contact details of two people who are willing to provide a reference for you.

Please include in your covering letter any relevant information regarding your eligibility for appointment and any Directorships you hold.

You can submit your CV and cover letter via our online recruitment system. You will also be asked to provide recruitment monitoring information

If you require information in an alternative format, please email andrew.baxter@london.gov.uk quoting reference LWARB01

The closing date for submission of applications is 8 January 2017

Thank you for taking the time to apply for this role. All data will be processed in accordance with the provisions of the Data Protection Act.

This page is intentionally left blank

LWARB - Key issues and priorities

The London Waste and Recycling Board (LWARB) has three statutory objectives under the GLA Act. These are to promote and encourage:

- the production of less waste;
- an increase in the proportion of waste that is re-used or recycled; and
- the use of methods of collection, treatment and disposal of waste which are more beneficial to the environment.

The Board must:

- act in accordance with provisions of the London Environment Strategy dealing with municipal waste management; and
- act in general conformity with the London Plan

The Board may do anything that it thinks will facilitate, or is incidental or conducive to, the carrying out of its functions, except borrow money

In addition the following priorities have been identified for potential inclusion in LWARB's next Business Plan:

- accelerate, promote and develop a circular economy in London, seeing unavoidable waste as an opportunity to create jobs in re-use, repair, remanufacturing and materials innovation;
- reinvigorate recycling in London;
- creation of a collaborative working environment with key stakeholders (including: the Government, the London boroughs and the City of London, Statutory Joint Waste Disposal Authorities (WDAs), the Greater London Authority (GLA), waste management companies and reprocessors, private sector financiers, feedstock providers, energy producers and users, and the third sector);
- a 'London Solution' for waste management through the delivery of a minimum recycling offer for London, promotion of joint working, and promotion of shared services;
- contribute to London becoming a zero carbon city by 2050;
- support for the delivery of the provisions of the London Environment Strategy and the London Plan dealing with municipal waste management.

In order to deliver these priorities, LWARB has three main programme areas and a wholly owned business and these are detailed below together with a description of the key issues for each programme area.

Resource London is a partnership between LWARB and WRAP. It provides London's waste authorities support to help reduce the city's waste footprint and

reinvigorate recycling to get back on track towards the Mayor's ambition for London to achieve 65% municipal waste recycling by 2030. The programme aims to do this by maximising the impact of the support provided to achieve greater harmonisation and consistency by focusing on: minimising the amount of waste produced and maximising re-use; increasing and improving the capture of unavoidable food waste; improving the yield and quality of dry recycling; and restricting residual waste.

Key Issues: London is a complex city with many barriers to recycling. Shared services are a way to offer harmonised services to residents and save money and some boroughs have started down this route. Local authorities have reduced budgets and this had meant less staff with more responsibilities. In line with the rest of England, London's household waste recycling rate has plateaued over the last few years. Last year it went down by 1.1 percentage points to 32 per cent. Recycling of waste from flatted properties is around half of that from kerbside properties.

Circular London is a programme of initiatives designed to accelerate the development of the circular economy in London and work to deliver the actions of LWARB's Circular Economy Route Map. The programme's main focus to date has been the development of the Circular Economy Route Map which is due to be published in spring. The Route Map will contain around 100 actions to help unlock some of the £7 billion savings opportunity that the circular economy offers London per year. The programme will now develop a series of work streams around demonstration, collaboration and communication, working through and establishing networks of small medium and large companies, academic institutions and the public sector to begin that task of accelerating the development of the circular economy in London.

Key Issues: Demonstration projects are needed which are scalable to have impact, hence collaboration is key as is some form of mechanism to bring together activity and broker collaborative relationships.

Advance London comprises i) investment – provision of funding to enable the development of businesses that use circular economy business models; and ii) circular economy business support – provision of a programme, part funded by the EU, aimed at supporting businesses to develop or scale up circular economy business models.

Key Issues: i) the creation of a set of actions to promote circular economy businesses from start-up to maturity and ii) through business support identify and provide support to 100 businesses and create 48 jobs over three years (as per the grant agreement).

London Business Waste and Recycling Ltd (LBWR)

LBWR is a business established and wholly owned by LWARB which provides commercial waste marketing and customer facing services on behalf of London boroughs. The business has been capitalised through a loan from LWARB. All profits generated by the business will be distributed to boroughs. LBWR is currently operating in one borough and a further three boroughs are in the process of agreeing partnership arrangements with LBWR. A number of other boroughs have expressed interest in exploring opportunities to work with the business and these will be pursued in the coming year

Key Issues: i) demonstrating that this model works ii) growing the business by rolling out to more boroughs and local authorities and iii) increasing the amount of commercial waste recycled.

This page is intentionally left blank

Short CV: Dr. Liz Goodwin, OBE

Non-executive positions

- 2010 to date** **Building Research Establishment:** Non-Executive Trustee
Committees: Nominations and Chair of Research Committee
- 2016 to date** **Advisor to the Community for Zero Hunger**
Independent community response to the UN Zero Hunger Challenge

Executive career

- Sept 2016 to date** **WRI (World Resources Institute)**
Senior Fellow and Director Food Loss and Waste
- WRI is a Washington DC based charity whose mission is to move human society to live in ways that protect the Earth's environment and its capacity to provide for the needs and aspirations of current and future generations
- 2007 to 2016** **WRAP (Waste & Resources Action Programme)**
Chief Executive Officer
- WRAP is a third sector company, which in 2014, migrated to charitable status, that is recognised worldwide, promoting resource efficiency and the circular economy
- 2001 to 2007** **WRAP**
Director of Materials, then Construction and Manufacturing,
- 1999 to 2001** **Syngenta Ltd**
European Environmental Advisor
- 1992 to 1999** **Zeneca Agrochemicals plc**
Environmental Advisor
- 1986 to 1992** **ICI plc**
Various Technical Management Roles

Local charities roles

- 2016 to date** **LHRINC** **Local village relief of poverty**
Clerk
- 2015 to date** **LHVHF** **Handling of funds for village hall facility**
Secretary

Awards

- 2016 Honorary Fellow of the Chartered Institute of Waste Management
2015 Officer of the Order of the British Empire in the Queen's birthday honours list for services to the environment and business resource efficiency
- 2013 Honorary Fellow of the Society for the Environment
2010 DSc, Honoris Causa from Cranfield University

Education

- 1994 Post Graduate Diploma in Hazardous Waste Management, Loughborough
1986 PhD Chemistry, University College London and Exeter University
1983 BSc Hons. (1st Class) Chemistry, University College London

**Statement by Dr Liz Goodwin, OBE
In support of her application to be the Chair of the London Waste and Recycling
Board to the Confirmation Hearings Committee**

In this brief statement I reiterate the principal points that I made in my original application for the post of Chair of LWARB. Much of the first half of the text is unaltered from the original format although I have, for the sake of clarity, added a few extra comments for the benefit of the Confirmation Hearing. The amendments are italicised to differentiate them from the original text that formed part of my application letter and was thus seen by the interview panel.

Leadership experience in the public or private sector

I have extensive and proven leadership experience gained in both the public and private sectors.

I was CEO of WRAP for 9 years up to the end of June 2016. Prior to that, I was a director of WRAP for 6 years. During my career at WRAP, I worked closely with both the public and private sectors - with commercial businesses, central and local government as well as NGOs, charities and other organisations. I led the development of the organisation during periods of growth, decline, change of government, budget pressures and the transition to charitable status. I was responsible for the development of several business plans for the organisation and was the public face of WRAP including attending events, undertaking speaking opportunities and handling media enquiries.

I also worked in the private sector for the first 15 years of my working life. In addition, I have non-executive experience as I am a trustee and chair of the research committee for the Building Research Establishment (BRE) Trust.

Experience of working with local and national government at a senior level

Throughout 15 years at WRAP I worked closely with national and local government at all levels including peers, ministers, civil servants and councillors. During this period I have developed a clear understanding of how government works and the issues and challenges it faces.

Good understanding of waste management issues including recycling, carbon implications and the circular economy

These matters have been core to both my personal and business focus for in excess of 25 years. I have been a leading advocate for improving resource efficiency and supporting the transition to a circular economy on a national and global scale and have contributed extensively over the years to our understanding of them. I have been keen to ensure the link is made with the carbon agenda and recognition of the contribution a circular economy and resource efficiency can make to reducing greenhouse gas emissions.

I have a deep understanding and knowledge of waste management issues from my time at WRAP, Zeneca and Syngenta. On my watch at WRAP, UK domestic recycling rates increased from 9% to 43% and household food waste was reduced by some 21% over the period from 2007-2012.

Experience of accessing finance/working with financial institutions

For many years at WRAP, we ran a number of financial mechanisms to help overcome barriers to the recycling sector e.g. the residual value guarantee scheme. We worked with the financial sector to deliver these mechanisms. We also provided other support to unlock investment e.g. grants, interim managers etc.

In my current, part-time, role at the World Resources Institute (WRI) I work with foundations, trusts and venture capital organisations to find ways to address funding issues for food loss and waste initiatives with the objective of delivering the United Nations' Sustainable Development Goal 12.3 of halving food waste around the world by 2030.

I have been very aware of the need to diversify funding in order to maintain viable programmes in an environment of reducing public sector funding. During my period at WRAP I led the development of collaborative, partnerships for example the Courtauld Commitment with the major retailers and brands. Now in its 4th generation, I sought to move Courtauld from being purely funded by the public purse to a mixed model. Courtauld 2025, which was launched last year, receives financial contributions from signatories including the vast majority of the major retailers and brands in the UK.

Courtauld, as well as other measures such as manoeuvring WRAP towards charitable status, have enabled WRAP to reduce its drain on the public purse whilst maintaining and enhancing its work on the circular economy and resource efficiency.

Track record of working in a political environment

I have worked extensively in a political environment having worked closely with the governments in Westminster, Wales, Scotland and Northern Ireland for many years. I was CEO at WRAP at the time of the change of government from Labour to coalition and then coalition to Conservative. I steered the organisation through the issues that were inherent to these transitions making sure the organisation was not merely able to continue but that it thrived as the political backdrop evolved and developed. During the period I also ensured WRAP adapted to changes as a result of devolution hence the development of country specific programmes for the other nations (Scotland, Wales and NI) and the development of programmes tailored for London.

Priorities for LWARB

The Mayor of London has set out priorities for London which will inform and guide LWARB's priorities as follows

- *Getting London back on track with hitting the 65 per cent target by 2030*
- *Creating jobs in re-use, repair, re-manufacturing and materials innovation to support London's transition to the circular economy*
- *Being on track to become a zero carbon city by 2050*

Under the GLA Act LWARB has three statutory objectives: being to promote and encourage:

- *Production of less waste*
- *Increase in reuse and recycling and*
- *Use of methods for collection, treatment and disposal of waste which are more beneficial for the environment*

LWARB has set up a number of programme areas to address these objectives and priorities:

- *Resource London*
- *Circular London*
- *Advance London*
- *London Business Waste and Recycling Ltd*

I have significant skills and experience to help guide these programmes and ensure that they are as effective as they can be.

I have an excellent understanding of recycling and the factors that influence recycling rates. London faces particular challenges in terms of driving up recycling including the large number of flats and apartments, high turnover of population, diversity of income levels, cultural backgrounds and languages. It is important we make it easy for people to recycle and we look for ways to reduce confusion about what can and cannot be recycled.

Under my leadership WRAP undertook a lot of work to understand the potential to create jobs in re-use, repair, re-manufacturing and materials innovation from a transition to a circular economy. I am therefore familiar with the conclusions and ways to realise this potential.

Resource efficiency can make a significant contribution to reducing carbon and hence to the overall goal of becoming a zero carbon city. For example, reducing food waste, recycling and reuse can all make a difference. I am keen for LWARB to contribute to the overall plan for reducing carbon and for the role of resource efficiency to be correctly recognised so that the activities are given sufficient priority.

Clearly any plans require to be funded and I will work with the LWARB team to make sure we make the best use of existing funds as well as developing plans to diversify funding and find new sources of funding. I am acutely aware that the funds LWARB manages are principally public funds. I have a good understanding of the principles of good governance which I will draw on to make sure that funds are well and appropriately used and that the accounts accurately reflect the financial position.

Conflicts of interest

I am not aware of any conflicts of interest existing between this role and any of my other activities and interests.

Dr Liz Goodwin, OBE