

Confirmation Hearings Committee - 20 February 2017**Transcript of Agenda Item 4 - Confirmation Hearing in Respect of the Appointment to the Office of Chair of the London Waste and Recycling Board**

Andrew Boff AM (Chairman): The main item of business today is for us to question the Mayor's nomination for Chair of the London Waste and Recycling Board (LWARB). I would like to formally welcome Dr Liz Goodwin OBE to the meeting. We will be putting questions to you in relation to the proposed appointment of yourself to the office of Chair of LWARB. Before moving to the question and answer session, can I ask the Committee to formally note the background information that has been circulated with the agenda for this afternoon?

All: Agreed.

Andrew Boff AM (Chairman): The information was received after publication of the agenda and has been circulated to Members separately. Namely we have got a covering letter from the Mayor to the Chairman of the Assembly and we have got a curriculum vitae (CV) and a supporting statement from Dr Liz Goodwin OBE. Have all Members received that?

All: Agreed.

Andrew Boff AM (Chairman): Yes, noted. We will now move on to the question and answer session and perhaps I can start. Thank you so much for coming to see us. We are not as intimidating as we look, but we tend to ask quite intimidating questions; that is the point. But what do you see as the challenges and opportunities of the role of the Chair of LWARB and what value would you personally bring to the role in that context?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Thank you for the opportunity to meet you today. I think the Mayor has set out some very ambitious targets and goals: getting London back on track to achieve 65% recycling; the transition to a circular economy and all that brings alongside it in terms of the creation of jobs, improved reuse and remanufacturing and innovation; and putting London on track to becoming a zero carbon city by 2050. I personally think those are excellent targets and I do believe they are achievable. Difficult, but achievable.

I personally do not come from a political standpoint or a particular position. I think that these are apolitical targets and objectives. I come from the perspective of the environment. I personally do not think that we can continue to exist in the way we do. We have to find a better way to all have the lives that we want and the lives for our children and families that we want, but also it means that there are resources left for future generations.

I would put maybe two other things around that. I think fundamentally from my experience over the last 15 years, I really believe there has to be a business case for change, so it has to make financial sense to the local authorities and to businesses and, frankly, to householders to make the change and we have then got to make it easy for them to do it.

The other thing, my personal working style, and I have found it to be very successful, is collaboration and getting people behind a common goal, so bringing together people who maybe come from different

backgrounds, maybe do not talk to each other naturally - I have done it quite a lot in terms of supply chains - getting them to focus on a common goal and then come up with a joint solution that everyone can buy into. Those are two things that I think I would particularly want to make sure that we brought to this. But I think overall there is the potential to make London the leading city that everyone else looks to as an inspiration, which I think would be a fantastic place to be. With the growth of cities globally, then we need leading cities and London can become one of those. That is what I think of the targets.

My personal involvement, I have got lots of experience. I started life in the chemical industry, so I had some business experience and then I moved into the grey space between public sector and business when I joined the Waste and Resources Action Programme (WRAP) and I was then Chief Executive of WRAP for nine years. Over the time that I was working at WRAP, we moved recycling rates from 9% to 43% and we managed to cut food waste by 21% over a four-year period, so I think I have got a lot of experience of those things. I have worked with the construction sector, with the retail sector, with the reprocessing sector to try to come up with business case driven improvements that mean that those sectors are now more sustainable.

Andrew Boff AM (Chairman): Could I ask you, obviously the sharp end of refuse and recycling collection is carried out by boroughs and there is a great diversity of standards within London of different schemes and schedules, different ways of collection, different ways of collection, different ways of splitting recycling. Do you see that as a problem or do you see that as a strength of recycling in London?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think you need more consistency if you are going to have higher recycling rates. That does not mean that everybody has to have the same recycling infrastructure because there are different situations, you have got high-rise flats and you have got more leafy suburbs, so you cannot have a single solution. But I think for starters you could get consistency in what is collected. If you had consistency in what is collected, then you could give householders much clearer, simpler messages, because everybody would be getting the same message and you could get the retailers to give the same message as to what can be recycled and what cannot be recycled. So I think the "what" is maybe the easiest place to start. The how you do it, then I do not think there is a single solution. I think you have to accept that there are going to be different models, maybe two or three different models. But if we can move to more consistency, I think that will help in terms of being able to communicate more simply. But alongside that, that change is going to take a long time and you have then got to find ways of actually making the business case for the local authorities, because as I said at the beginning, there is a cost implication and it has got to be cost effective for those local authorities either through increased revenues or through reduced costs, because they are working with other boroughs.

Andrew Boff AM (Chairman): Local authorities in London are considering going to fortnightly collections of recyclable material; some have already moved that way. Do you see any disadvantages to that?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think the fundamental thing is is it a good service that is rolled out effectively and communicated well to householders, because you can have a very well-run system that is very effective or you can have a very badly-run system that is not very effective. So it comes down to what is the scheme and how is it implemented. I think the question on whether or not you can have fortnightly collections, it is not a simple yes/no answer. I think it is more complicated than that. There is lots of evidence that if you constrain the amount of residual capacity, then you get more recycle coming out, but there are a number of ways of restraining or constraining the residual capacity.

Andrew Boff AM (Chairman): I am very conscious that I am sitting next to the representative of the borough that has the highest recycling rate in London and I know that Bexley does collect some of its waste on

a fortnightly basis. Camden, for example, is currently considering going over to fortnightly collections. What recommendations would you have for Camden in moving to that system and what do you think should be in place before they move to that system?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I do not know what analysis they have done of the needs of their householders. I think in principle it can work very effectively, but as I said, it really requires a well-managed system to be implemented and well-communicated.

Andrew Boff AM (Chairman): Well communicated is interesting to me.

Gareth Bacon AM: As the Chair has said, I am a big fan of recycling. I was in charge of it in one of my boroughs for eight years and we had some success with it. What do you see as the chief barriers to 65% in 13 years from now? It is an enormously ambitious target, and frankly, I wish you luck with it, but what do you see as the main barriers to succeeding in that aim?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): That 65% is going to be made up of a combination of household and business, so I think we have to work on both of those, so we have to get more business waste recycling as well. I think we need to focus on both the business recycling as well as household. If we leave aside the business - but I think that it has to be part of the solution - and if you are moving to households, I do think more consistency would help and I think clearer communications would help. I am sure that is one of the reasons why the United Kingdom's recycling rates have stalled, because we have not been doing as much communications as we need to do.

Gareth Bacon AM: One of the boroughs that I represent, the one that I was cabinet member in, is an outer London borough, and has a higher than average number of houses, which provides storage space. The way we achieved what we did in Bexley is by providing multiple different recycling bins and self-separating. Clearly, other boroughs have a problem with that, because they are predominantly flats and they have a very transient population. What do you think that LWARB could do to get around that to assist those boroughs in increasing recycling there?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I understand that the LWARB is planning a pilot to do some work specifically looking at flats and how to help them to actually increase their recycling rates, so I think that is a really important challenge. London has got a lot of issues, but flats is one, the high turnover in population, which means that people move very often so you cannot just communicate once a year and expect that to be good enough. Lots of different languages and a lot of variation in population during the course of a day. So I think there are lots of issues that London has and we need to go through each of those and try to unpick them and work out the right solutions to them.

Gareth Bacon AM: Do you think that the multitude of waste disposal arrangements in London - I am talking about the governance arrangements around waste disposal - is a help or a hindrance to driving up recycling?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Again, I do not think it is either a help or a hindrance. I am sure that there are some benefits because of the understanding of local needs, but it also creates some challenges, so I think you need --

Gareth Bacon AM: Shall I help you out here, because I am specifically talking about the statutory Joint Waste Disposal Authorities (JWDA) that exist in London, rather than the standard, because some boroughs are

their own Waste Disposal Authority (WDA), like both of the boroughs I represent, but many are not, many are part of joint regional WDAs. Do you think that they help or hinder?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I do not know enough to respond very effectively, I do not think.

Gareth Bacon AM: OK. I will suggest to you then that I think they are a hindrance, because when I was on the Environment Committee here, in my first term here I did a rapporteurship which looked at this. My reason for doing it, I wanted to see why there was such a wide variety in recycling in London. At the bottom end of the scale, boroughs were recycling about 14%, and at the top end of the scale was Bexley, which at that time was approaching and ultimately succeeded in getting to 55%, and there was everything in between. One of the things that came out of the rapporteurship was that there is insufficient incentive for the member boroughs of the JWDA to invest in recycling, because for those who dispose of their own recycle, they get an income for it. So Bexley do it to minimise their waste disposal costs. Other boroughs do not have the same incentive, but because the JWDA are set up by statute and were following the fall of the Joint Research Centre, they are sort of left with it and that is what they have got to deal with. One of the things that I was going to ask you would be whether you would use your position to lobby for the Government to look at that and potentially break those up.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I will certainly go and look at it now that you have raised it.

Gareth Bacon AM: Do you also have a view about the length of contracts for waste disposal, because most disposal authorities enter into very long contracts, for inevitable reasons, because disposal organisations will have to build plants and everything else, which tends to lock them in for decades in some cases. Do you have a view about that?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes. I know why they are so long, but I agree, it then means you are constrained in what you can do and it means that any plans to move to greater consistency, it has to be a ten to 15-year plan just in terms of managing the contracts. But contracts in themselves do not have to be a barrier all the time, because if actually both parties agree that they are going to change their contract, they can change it. The challenge is that getting that agreement is not always easy.

Gareth Bacon AM: Yes, it is not always straightforward.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I would quite like to make sure that we actually have some proper dialogue with some of the waste management companies and get them to do more in terms of upping their game to help to achieve the 65% recycling rate.

Gareth Bacon AM: The Mayor's target, you are quite right to say that business has to really step up, because there needs to be an incentive for business to recycle. For residents there is, because otherwise their council tax is bigger, but for business it is a different kettle of fish, so I think that actually is the underdeveloped side of this argument and I support you in that. Nevertheless, 65% is a significant increase in what the highest-performing borough in London's history has ever achieved and you have got 13 years from now to achieve it. I think communication, you are absolutely right, is a key part of that. It will take more though. What is going to be the silver bullet for you to get to that?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I do not think there is a single silver bullet, but I think the analysis I have seen to date suggests that it does not require all the boroughs to get to 65% for London to achieve 65%, because if you can get the businesses to increase above that, then that will mean that the households do not need to do quite as much.

Gareth Bacon AM: My final question then is what your thoughts are in terms of your approach to business to make business more interested in recycling than they are at the moment.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Again, business case, so why should they? The cost of disposal is very high, so there are some benefits in actually recycling, plus all the softer corporate social responsibility (CSR) type reasons, the fact that their employees will be more impressed with working for them etc. I think there are a number. For some specific businesses, then actually they need to be thinking a bit longer and a bit harder about their security of supply of their materials in the long term, so the materials they use, do they know where they are going to source them for the next umpteen years? Now, clearly for things like paper and plastic, it is maybe less of an issue, but companies that are using rare materials, they do actually need to think about where they are going to get those materials from and so retaining ownership of that product at the end of life is increasingly important. You see companies now starting to really want to have bring-back schemes, so Hewlett-Packard wanting to maintain ownership of its printers so that it can get the materials out again to go back into the new printers.

Andrew Boff AM (Chairman): Thank you.

Caroline Russell AM: I was wanting to drill into a bit more about what a good service is. I completely agree with you about good communication. Food waste collection, do you think that it is necessary to have food waste collection in order to get the recycling rates to come right up?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, I think you need food waste. I think food waste collection is a good thing for all sorts of reasons, not just the --

Caroline Russell AM: Meeting targets.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, not just getting the recycling rates up, but I think food waste collections are a good thing because they help also to expose to householders how much they are throwing away, which there is some evidence that it then impacts on the behaviour and helps them to reduce food waste. We must start at the point of reducing food waste where we can and then collecting it.

Caroline Russell AM: One of the problems with food waste is communication and people seem to think that maggots and all sorts of nasties are going to happen when you have food waste collected in one place, rather than scattered through a black bin bag mixed up with lots of other waste. Do you think it is possible to get all of London collecting its food waste? Is it achievable?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think everybody could be offered it. Whether you get everybody to actually participate voluntarily is, I think, a different matter. But I think everyone should be offered it and we need to make it as easy as possible for them. There are clearly some things that make it easier for people. Using a caddy liner is one.

Now, that adds cost, but using a caddy liner does make it less yuck factor, and so people are more likely to participate.

But the other thing about recycling and about food waste collections is that we have for a long time basically been in a public education type communication, "Recycle your paper because it is good" and it is all about, "This is what you should do" and it is a public education exercise. We need to get far better at explaining, "What is in it for me as a householder? Why should I and what I am going to benefit from?" I think there are lots of ways of communicating that better to householders.

Caroline Russell AM: I completely agree with you. The other thing that relates, if we are going to get more people collecting food waste, do we need to boost anaerobic digestion (AD) capacity in London and is that something you would see as a good thing?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I have not seen the calculations of how much capacity there is already in London. I know there is an argument for having it self-contained within London, but I think I would need to see those figures. I know that when I last looked at the figures across the whole of the UK, there was plenty of capacity going in, but I do not know about London specifically.

Caroline Russell AM: A final question, which is about targets and the sort of perverse thing that we are trying to increase our recycling and yet actually what we really want is to reduce all the waste that is produced, whether it is the stuff that goes to landfill or whether it is recycling, because the less waste we produce in the first place, the better and more efficient our city is at dealing with its waste. Do you have any thoughts about that the perverse element in targets, because do our local authorities just encourage people to recycle without getting them to reduce the amount of waste they produce in the first place?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think that is why it is very important to have the two strands of work. One is sort of focused around the circular economy and trying to promote different ways of doing things so people are actually designing out waste in the first place and making products that last longer, products that can be repaired and making sure that there is a thriving reuse community as well, and trying to make sure that products and materials stay in use for as long as possible. Building that circularity is very important alongside providing good recycling, because you need the good recycling to gather up the stuff that reaches the end of life.

I also think that recycling is a good way into having conversations and discussions with householders. It is a good entry point, because everyone can relate to it. Once you have established recycling as a norm and something that people are very comfortable with, they will then be open to thinking about other messages around reuse, around food waste, so you can use it as a way into having a discussion.

Andrew Boff AM (Chairman): Thank you.

Tom Copley AM: I just wanted to ask a quick question. Ken Livingstone, when he was Mayor, I believe wanted a Strategic Waste Authority (SWA) for the whole of London and I think it was an issue where he fell out very much strongly with the Government of the time, who refused to grant it to him. Do you think having a strategic authority to co-ordinate waste collection in London would be a good thing?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I do not know. I think that it is not as simple as that. As we have already pointed out, there are a number of different boroughs and they all understand the issues in your local area and I think that is important

richness of understanding that needs to exist, so I do not have any particular evidence that that would work better than what we have currently got.

Tom Copley AM: Might it help the Mayor drive forward towards his targets though?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Again, I do not know. As I said at the beginning, I am far more about collaboration. If you can get all the boroughs to share the view, share the vision of what recycling rates you are getting and work together, then I think that is going to be just as effective as having some sort of central organisation pontificating.

Tom Copley AM: Thank you.

Nicky Gavron AM: One of the advantages or potential advantages of a SWA, which every other major city in the world has, would be that you can accumulate vast supply chains. London has, of course, massive supply chains in terms of aluminium and plastics, you know it all from WRAP, textiles and so on, and we do not really maximise those supply chains at all. I just wonder from your experience of WRAP whether being able to sort of augment supply chains - let us just take municipal waste for the moment - helps you to then stimulate demand in terms of processing, and let us take London, attracting the industries into London or around London that would then want to process and recycle those materials or stimulate materials innovation.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, I think you are absolutely right. If you can have a more secure supply of material then you are going to attract the investment. Nobody is going to build a plant unless they know they are going to get the material coming into it, but I do not know that that therefore means you need to have a single organisation controlling it. I think if you had the right relationships between the boroughs, then you should still be able to achieve that. It is maybe a role that LWARB can play to sort of broker those relationships.

Nicky Gavron AM: Yes. By the way, the SWA is more about the disposing of waste than the collection, but it was to try to stimulate that demand.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, but you still would.

Nicky Gavron AM: No, I understand what you are saying. What are these other ways then? OK, if we are not to have a SWA, then how can one actually stimulate bigger supply chains, better supply chains in order to stimulate that demand?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think you need to have both a supply of material and also the end market and then you will get the reprocessing in the middle. I think certainly in terms of packaging materials, the retailers have a huge part to play in this. They are putting packaging on to the market all the time. They have a role to play in using the recycled content and I know they do, they recognise that from my conversations with them and they increasingly are using it. So it is getting some of that demand happening, which is really important, and getting some of those other businesses that are using recycled materials working effectively, for example, the reuse textiles, trying to make that product last longer and stay in use for longer.

Nicky Gavron AM: Can I also ask you, do you think in order to reach the 65%, which is municipal waste, that target, do you think it would be helpful if the Mayor were to work on a -- we talk about commercial waste and in fact we know that a lot of commercial waste is going straight to incineration or going out of London

altogether, but there is massive homogeneity or it is much easier to recycle business waste, paper from offices and so on, plastics and so on. It is not as mixed up as municipal waste. Do you think if the Mayor were to have some kind of combined strategy about business and municipal waste or commercial waste, it would work better?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Do you mean mixing the two together rather than --

Nicky Gavron AM: Not so much mixing the two together, but actually in some way thinking of ways of bringing together the supply chains.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think that could help. Certainly, when you go to countries overseas, you see them being treated in the same way, basically being picked up at the same time, so it is all considered as one, so it is one overall strategy. Yes, I think that could help for both collections for actually the management and the processing.

Nicky Gavron AM: OK. The final question is the Board have set up - now, let me get this title right - the London Business Waste and Recycling Company, is it not? They have set up a limited company?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Right, yes.

Nicky Gavron AM: At the moment, there is just a pilot in one borough. What do you see as the potential in that?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): It could provide some of that collaboration and sort of scaling up that you were talking about. The question is can you get critical mass, so can you convince enough people that it is worth it and that they ought to join the club? I think it has a lot of potential, but it has got to be the right incentives to encourage people to take the plunge.

Nicky Gavron AM: Thank you.

Leonie Cooper AM: A sort of range of questions, really. Obviously, with the introduction in October 2015 of the tax on plastic bags, we saw an 85% reduction of the sale of plastic bags through supermarkets, which was rather welcome and a bit long overdue, compared to Ireland and Scotland. One of the issues that has now come into the public domain is the issue of maybe putting some sort of tax on plastic bottles. The Environment Committee on Wednesday [22 February 2017] actually is having a whole meeting talking about plastic bottles, in particular around water. Do you think that is something that you would be interested in seeing? Because London does have specific challenges in the number of venues for sporting events, for example, that generate massive quantities of bottles. Do you think that is something that you would want to start to pursue in the new position?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I would not put it very high up on my list. I think it is certainly true that when people put in deposit return schemes for drinks containers then it results in high capture rates, but is it the most important thing and is it the one that is going to make the most difference? I am not entirely sure. How complicated and how expensive is it to run? All the schemes I have seen, and I have seen quite a few around the world, are actually very expensive to run, because they need to have infrastructure to actually do all the measuring and make sure

it is properly reported. I know that the results are good, but it is whether it is cost-effective and therefore whether it should be high on the list, I am not sure.

Leonie Cooper AM: One of the other areas that I noticed when you were having the discussion with Assembly Member Bacon about how to get to the 65% recycling level - and I have noticed that Deputy Mayor Rodrigues talks about this as well, who is the other mayoral nominee to LWARB - is that the route to the 65% is definitely going to include quite a focus on businesses. I wondered if you could unpack that side of it a little bit more for us about how we are going to persuade businesses to come on board through their sort of CSR or whatever. I was previously working for an organisation that had a sort of competition amongst housing associations to reduce their business waste and then they visited each other's offices and learnt lessons from people who had been particularly effective at it. Is that the kind of thing that you would be interested in? Because obviously there are big money-saving opportunities for them.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, that is exactly it. It is developing the business case and persuading them of that business case. There are going to be all sorts of ways of doing it going through, where you have got a lot of businesses within one block, who owns the block and can they help to co-ordinate those. I think there are lots of ways of actually talking to businesses, but fundamentally it has to come down to it is going to save them money. I think there are plenty of case studies out there which demonstrate that it does save them money if they actually manage to do the recycling properly. A lot of the problems are not really rocket science, it is about raising awareness and they do not know how much they are wasting at the moment.

Leonie Cooper AM: Do you think it is worth implementing some sort of competition between the different parts of the Greater London Authority (GLA), the different parts of the GLA group, to see who is best at reducing waste?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I do not know. It might be quite an interesting thing to do. I think it is important that the GLA is seen to be trying to do its bit, so something that is fairly visible by the GLA is no bad thing.

Leonie Cooper AM: Do you think that might be quite visible?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, it would be.

Leonie Cooper AM: Some sort of comparison going on there, it might be worth looking into?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes.

Leonie Cooper AM: The other thing, just coming back to where Assembly Member Russell was going in terms of food waste and also picking up again on what Assembly Member Bacon was saying about - actually, I think it might have been Assembly Member Boff - reducing the frequency of collections, obviously if you do throw food waste in with everything else, you do end up with a black sack that it is full of volatile compounds that are going off that might potentially attract flies and so on and so forth. If we did move forward more effectively with food waste being separated out of the main waste-stream, it is possible that some boroughs might then be able to look more effectively at reducing collection rates for the residual waste, which would just be non-volatile anymore. Is that something that you would also throw into the mix in terms of the encouragement towards looking at things in a new way?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, I think you should look at all the different angles and try to build the case that is going to work most effectively with the borough or the householder or the business who you are talking to, so it is trying to understand those issues from their perspective and how do you build a case that is going to be most compelling for them.

Leonie Cooper AM: But from the other side, of course, if you do increase the level of food waste collection, how many companies are there in or around London who would be able to deal with the additional volume and how would we be attracting people in to make that a new business area?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): It is the trick with an egg situation, is it not? I think if there were more food waste collections going on in London, you would pretty rapidly see more coming in to actually help to manage it. The waste management companies are not daft. If the fees stop coming through, they will make sure there are facilities to handle it.

Leonie Cooper AM: Big commercial anaerobic digestion units, they are quite expensive though to install, are they not?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): They are not massively expensive, but yes, they require an investment. That thing comes back to the length of contracts: then they will want to see a long-term contract which guarantees some supply for a number of years so they can make that investment.

Leonie Cooper AM: Do you think the LWARB would be looking to set some sort of targets on the route to the 65% both for the householder, collection and also on the business?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I know that as part of developing the thinking about the environment strategy that mapping out how you are going to achieve some of these things is an important part of that. Yes, we need to understand how much is going to come from business waste, how much is going to come from householders and what is the assumption? Are we assuming that every householder has filled waste collection? What percentage are we assuming participate and what are our assumptions about how we collect from each household?

Leonie Cooper AM: I am pretty sure the members of the Environment Committee who are not here today will be looking forward to seeing some of the targets and milestones on the route to the 65%, because they have mentioned that at several meetings so far since May [2016]. Thank you, Chair.

Peter Whittle AM: Good afternoon, Dr Goodwin. First of all, thank you for your very thorough CV actually, because sometimes we get rather brief CVs and this one is very thorough, and thank you for your statement. I do not know very much about your area, but a couple of things do interest me. You have mentioned about creating an increasing awareness in communication and I am thinking about food wastage particularly. What are the main areas of resistance and where are they to growing the idea of improving on food wastage? Is it domestic? Is it commercial? Where?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): In terms of collections of food waste?

Peter Whittle AM: Yes.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think there are probably issues in both cases. Household is still the biggest source of food waste, so that must be the most important place to start, although the commercial businesses have food waste as well. For commercial businesses, there is a business case, so it costs them more to dispose of it than for them to collect it and to send for AD. So you can build the case, and also as soon as they start measuring the food waste they will find ways of reducing it, because they will realise what the bill is. There are umpteen examples of that happening. As soon as you start measuring, you know where to focus and how to take action to reduce things. For commercial I think it is relatively easy, but you have to get around to every single business to make that case.

For householders, I think the issues are as we talked about earlier, sort of there is the yuck factor and there is the added complexity, so it is another thing that they have got to separate from other things. It is about making it as easy as possible and it is about again, "What is in it for me?" I know that picking my own household, my husband is actually much more comfortable knowing that we are collecting food waste separately because he knows it is going to go to making energy, because he hates food waste, so he will eat stuff in the fridge that has gone out of date because he wants to make sure we do not have any food waste. But we have to accept there are bones and teabags and things, but at least that, when it is being collected, is going to make energy. So he feels as though he is doing something positive. But it is again about developing those messages and that thinking.

Peter Whittle AM: Just one more question, really. I do not want to be too literal minded about it and it might not be your area, but when you have a situation, for example - and I wonder whether your role impinges on this at all - if you have supermarkets who put their best-before dates on things, as I understand, a phenomenal amount of these things are thrown out because of a best-before date, which is actually often a week or two weeks. They are playing on the safe side, of course. Do you bear any influence on possibly changing their policies? Because I would have thought this accounts for an awful lot of food wastage with the big supermarkets.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, and the big supermarkets are acutely aware that date labels cause a lot of confusion. Over the last four or five years, a lot of them have simplified. Now you do not get display until dates or sell-by dates, you just get two dates, the best-before date, which is about quality, so after that date it may go a bit stale or the sultanas may go a bit crunchy. The use-by date is the one that is driven by health concerns and it goes on dairy products and meat and fish. That is the one that people need to focus on in terms of health and food safety. I think the retailers know that householders are still confused by those two dates and they need to carry on and probably increase the amount of communication they give to householders so that householders really understand the differences between them, because people still confuse the two.

We really just should have one date on a product and it should be either a use by or a best before, and then we need very concerted communications behind that. Having said that, the UK is ahead of other countries, because the rest of my time - apart from this role, if I am appointed - I work with the World Resources Institute looking at global food waste and there is no other country that has really woken up to the issue of confusing date labels in the way the UK has. The United States of America is now starting to think about doing the same stuff, but we need to get other countries doing it as well, because it has caused a lot of food waste.

Peter Whittle AM: So basically those dates being simplified have not really had a huge effect as yet, is that right?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think they have helped. We cannot quantify how much they have helped, but they are still confusing. Just coming back to another point you made, there is still a safety margin on that use-by date, so I think we need to constantly keep under review how much is that safety margin.

Peter Whittle AM: Thank you.

Dr Onkar Sahota AM: One other target is London becoming a zero carbon city by 2050. What is the roadmap to achieving that?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I think the GLA team are still working on the map for that. I absolutely agree, when I went for my interview I said that one of the things we needed to do is to understand what is the roadmap and what is the contribution that resource efficiency has to make to that roadmap, because there will be a lot of other things: it is the construction, it is targets, transport, the energy mix. There is an awful lot of other things that will go on to helping to achieve the zero carbon city, but with a totally selfish interest, I want to know what would we be responsible for and what role resource efficiency can play. I think it would probably be more than most people think, because yes, you can do recycling, but actually some of the reduction activities will also make a big contribution.

Dr Onkar Sahota AM: Great, thank you.

Nicky Gavron AM: Just a last question. Your CV lays out a lot of really impressive roles. I am not quite sure, which of those roles are you going to carry on as well as being the Chair?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): OK, so I am going to carry on with the WRI role, which is three days a week.

Nicky Gavron AM: Three days a week?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Three days a week.

Nicky Gavron AM: Based where?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I sit at home. They are based in Washington.

Nicky Gavron AM: I know they are based in Washington.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I sit at home and I work from home, so I can do it remotely.

Nicky Gavron AM: I see.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): I go out there occasionally when I need to, but not very often. But it is quite nice, because the

mornings are nice and quiet because they are all asleep, so I can get on with other things and things liven up in the afternoons.

Nicky Gavron AM: That is working mainly on food waste?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): It is working mainly on food waste, yes.

Nicky Gavron AM: So it is very complementary?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): It is very complementary. The United Nations (UN) Sustainable Development Goal 12.3 is to halve global food waste by 2030 and I am one of the champions for that initiative. There are 39 champions, including people like Dave Lewis from Tesco and Paul Coleman from Unilever. I am trying to make sure that the champions 12.3 initiative is as successful as it can be and that the world is on track to halving global food waste by 2030, which is not easy.

Nicky Gavron AM: Excellent. Just let me be clear, so it is going to be three days, so the two days will be the same two days every week?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): No, no. I will do it flexibly. I think the commitment is to do one day a week, but I will doubtless do more than that, but I will do it flexibly, so if I am needed on Monday, I will be around on Monday; if I am needed for a couple of hours each day during the week, that is fine.

Nicky Gavron AM: Yes, that is excellent. How are you going to do it? Because two days a week for the role is not very much.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): It is only one day a week for the role, but yes, I am going to need a very strong team.

Nicky Gavron AM: It is only one day? One day a week, sorry?

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Yes, one.

Nicky Gavron AM: Sorry, OK. Virtually impossible.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): So the team is very important and I know the team is very committed and very passionate, but it is about really working out what are the things that are going to make the biggest difference and not spending a lot of time on the things that are not going to make a difference.

Andrew Boff AM (Chairman): Are there any other questions from Assembly Members? Thank you very much, Dr Goodwin. I do advise you, however, if you can at some point during the period of your appointment, go and have a chat with the Conservative agent for Hampstead and Kilburn, who years ago started a campaign about the bakers that were opposite their office, who used to throw bread into the bin. He was outraged by the fact that it was not being recycled, so the bakers were pressurised into coming to an arrangement with a local charity, who then recycled that food in a more appropriate way. However, we lost the vote at a

Hampstead resident who was resentful over the fact that he did not get a free brioche every day that he used to pick out the bins, but never mind. I think I have been very encouraged by your comments today and we will now thank you for your attendance.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Thank you.

Andrew Boff AM (Chairman): We will come to a decision fairly soon and we will let you know what that is. Thank you very much.

Dr Liz Goodwin OBE (proposed appointee to the office of Chair of London Waste and Recycling Board): Thank you.