



CORPORATE PLAN



**“Zero Waste Scotland...a lighthouse
for the circular economy”**

Walter Stahel, circular economy pioneer

**2019
-23**



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Our organisation is at the heart of a political and public shift in attitudes towards climate change and the environmental consequences of our lifestyles.



EUROPE & SCOTLAND
European Regional Development Fund
Investing in a Smart, Sustainable and Inclusive Future

Chair's statement

I am delighted to present Zero Waste Scotland's Corporate Plan 2019-2023.

In the five years since we were established, in 2014, we have achieved a great deal. Key areas of progress have included changing attitudes to food waste, implementing the carrier bag charge, and investing significantly in household recycling. As an organisation we are recognised across Scotland and around the world for our leading work on the circular economy and resource efficiency. But with that reputation comes responsibility to keep on driving change. As a pioneering organisation now is the time for us to scale up our efforts - reaching more people and businesses than ever before.

Our new corporate plan will see an evolution in the organisation. We will need to become even more efficient and effective as we strive to

forge new ways of achieving greater reach and more impactful results.

This is an exciting time. Our organisation is at the heart of a political and public shift in attitudes towards climate change and the environmental consequences of our lifestyles. I know our team and I look forward to working with many more people over the next four years as we seek to harness this momentum and forge new partnerships to usher in a truly circular economy in Scotland.

Vic Emery, Chair, Zero Waste Scotland



Cabinet Secretary's statement

Zero Waste Scotland is at the nexus of the circular economy in Scotland.

Zero Waste Scotland plays a vital role in inspiring people to act, bringing together our communities, businesses and public bodies to innovate and demonstrate the practicalities of a circular economy.

We know that the way we use products and materials in our economy needs to change as we drive towards our 'one planet prosperity' vision of a nation which is both sustainable and successful. This will be vital as we respond to the global climate emergency.

As a recognised leader in shaping how people use everyday items I welcome the renewed vigour in the approach which Zero Waste Scotland has set out in their corporate plan.

The rollout of a deposit return scheme in Scotland highlights the change that Zero Waste Scotland is delivering. I anticipate that their work will underpin our drive to maximise the potential to increase prosperity and improve the well-being of people across Scotland.

Roseanna Cunningham, Cabinet Secretary for Environment, Climate Change and Land Reform





“I want Scotland to be a pioneer of the circular economy, just as we were a pioneer of the industrial revolution.”

Nicola Sturgeon, First Minister,
Circular Economy Hotspot, October 2018

Chief Executive's statement

We need to accelerate progress towards a circular and low-carbon economy.

The United Nations Intergovernmental Panel on Climate Change states that global warming is on track to hit the most damaging levels between 2030 and 2052¹. The stark message is that we might have as little as 12 years to begin reversing the current trend.

Scotland has had remarkable success in reducing the emissions which are produced within our borders, with territorial emissions almost halved between 1990 and 2015. (1990-2015²). However progress on addressing our carbon footprint³, which reflects global emissions, has been slower - down by 8% between 1998 and 2015. (1998-2015⁴) We expect the public's attention to turn to this as more people realise the scale of our climate emergency. Consumption of products and materials accounts for an estimated 74% of Scotland's carbon footprint⁵. A circular economy is part of the solution to this, with some studies estimating that circular actions could eradicate up to almost a fifth of Scotland's carbon footprint by 2050.

Zero Waste Scotland is Scotland's circular economy expert. The Scottish Government regards us as a vital part of its success in accelerating progress and delivering results from policies on the circular economy, business resource efficiency and low-carbon heating. We play a key role in connecting communities, businesses and public bodies, from councils to health authorities and national government. We are also a world leader in demonstrating practical progress in these policy areas.

Our new corporate plan gives a clear message to our partner organisations and staff on the

role that we expect to play in continuing to reduce the impact of products and materials on Scotland's carbon footprint. In addressing this issue, we are not just seeking to improve the environment here in Scotland but also to show other countries how they can follow our lead - producing global results too.

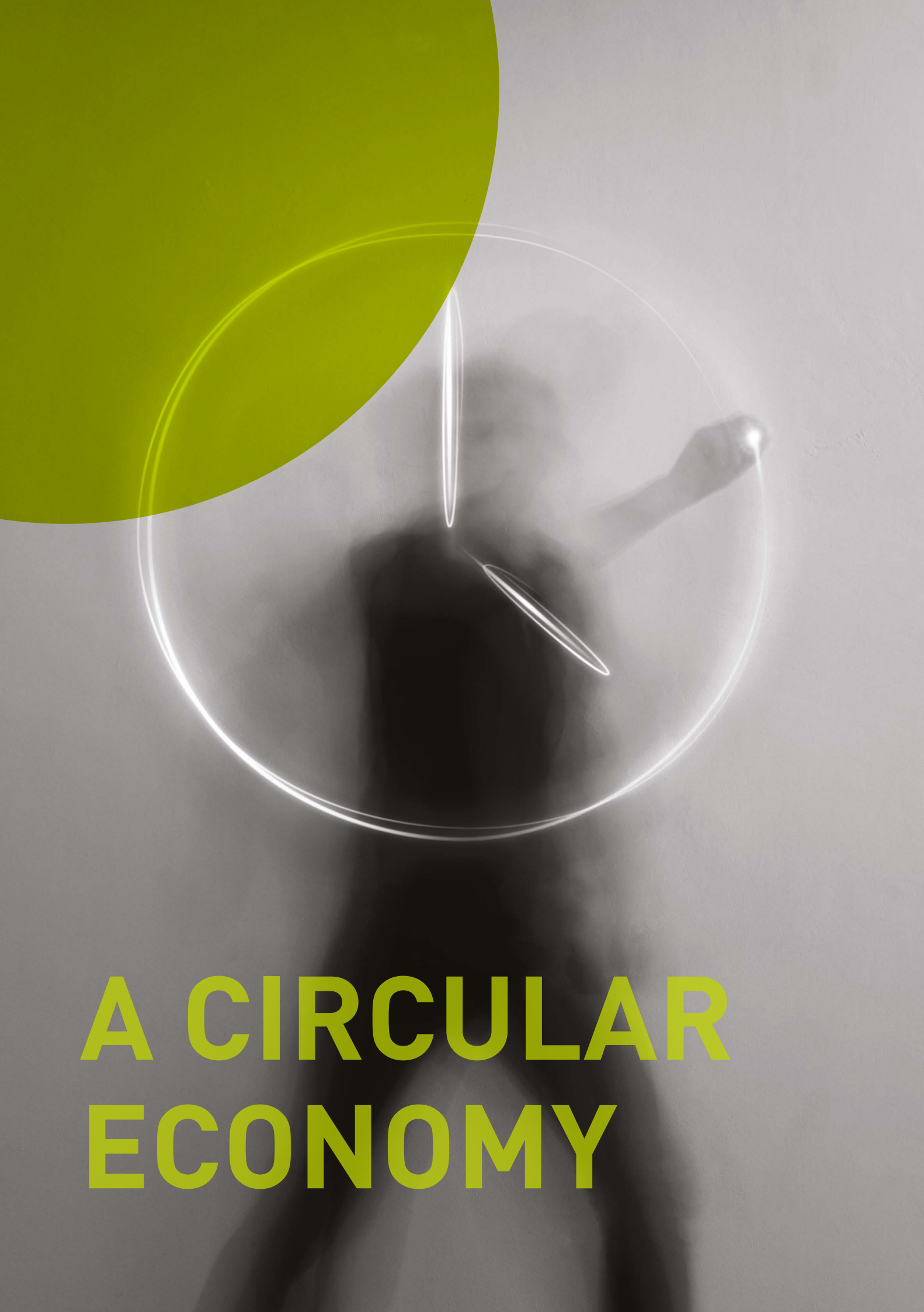
Our new plan sets us on a more ambitious path. We aim to transform Zero Waste Scotland to deliver where we can have the greatest environmental impact. We will tackle the supply and demand of products and materials in our economy and, where waste occurs, we will work to maximise its value. We will evolve the way we work to:

- Establish critical evidence on material production, consumption and waste.
- Form new partnerships which extend our reach to achieve more than we could on our own.
- Inspire people and businesses by providing compelling stories illustrating how they can take action.
- Test and evaluate new ideas with partner organisations to help build the case for further action.

The next four years are sure to be an exciting time. The challenges facing the global environment are undeniably stark. We have seen a shift in public attitudes recently, which gives me hope that our organisation can play a leading role in harnessing this momentum for the benefit of the people of Scotland.

Iain Gulland, Chief Executive,
Zero Waste Scotland

1 <https://www.ipcc.ch/2018/10/08/summary-for-policymakers-of-ipcc-special-report-on-global-warming-of-1-5c-approved-by-governments/>. 2 <https://www.gov.scot/publications/scottish-greenhouse-gas-emissions-2016/>. 3 Scotland's 'carbon' footprint measures all greenhouse gas emissions (expressed in 'carbon dioxide equivalents') generated at home and abroad in the production and transport of the goods and services that we consume. This footprint gives us a robust overall measure of the global impact of our everyday choices. 4 <https://news.gov.scot/news/scotlands-carbon-footprint-1998-2015>. 5 <https://www.zerowastescotland.org.uk/sites/default/files/CloCE%20Summary%20Report%20-%20FINAL%20-%2015.06.15.pdf>.

A hand is shown holding a clear glass sphere. A large, semi-transparent green circle is overlaid on the top left of the image. The background is a light, neutral color.

A CIRCULAR ECONOMY

Changing the pace of progress

Scotland is already recognised as a world-leader in the circular economy and the transition to low-carbon energy at home and in the workplace. But we need a step-change to influence more people and businesses to change their behaviour further. A radical challenge to the status quo is required. We won't be able to do this alone - working with other agencies and partners will be critical to extend our reach and accelerate progress.

The potential of a circular economy in Scotland

A circular economy is one in which products, services and systems are designed to maximise their value and minimise waste. Products last longer when they are reused, repaired, remanufactured or recycled. There should be zero waste in a truly circular economy.

Good for the environment: Consumption of products and materials accounts for an estimated 74% of Scotland's carbon footprint⁶. This footprint measures emissions generated home and abroad in production and transport of the products we consume. It includes the energy and heat required to make them. A circular economy, reducing our demand for raw materials and maximising the life of products and materials, could significantly reduce our emissions. Heating and cooling Scotland's buildings accounts for more than 50% of our total energy consumption. Switching to low-carbon heat technologies and improving energy efficiency in our businesses and homes will significantly reduce the demand for energy.

An opportunity for businesses: A circular economy could save Scottish businesses collectively at least £3b per year⁷. By getting the maximum value out of the resources they use they will gain the competitive benefits of forming longer-lasting relationships with customers, based on the provision of products and services rather than the sale of products alone. Energy efficiency and low-carbon heat can also increase productivity and competitiveness by reducing operational and unit costs and providing resilience against price variations in the energy market.

Beneficial to people: An inclusive, circular economy, can support the wellbeing of people in Scotland. People's quality of life can be improved nationwide through employment opportunities across Scotland. Jobs based on service-models could create jobs, many in higher paid roles, and are likely to be locally based.

Preventing food waste and saving natural resources will also help all communities. A circular economy can also protect Scotland's natural assets, helping to safeguard the environment and the nation's valuable reputation as a clean and attractive place to live and work.

⁶ <https://www.zerowastescotland.org.uk/sites/default/files/CtoCE%20Summary%20Report%20-%20FINAL%20-%202015.06.15.pdf>. ⁷ <https://www.zerowastescotland.org.uk/content/scotland-and-circular-economy-report>.

THE STRATEGY

Our purpose

To lead Scotland to use products and resources responsibly.

Our way

We will direct with evidence, inspire by demonstration, and influence through partnerships and promotion.

To accelerate progress, we will adapt our operating model, building on our experience and expertise. We will:

Start with evidence

- Work with our key partners to gather and assess information on the problems we currently face.
- Learn from international best practice to adapt successful approaches in Scotland.
- Analyse complex systems to identify opportunities.
- Focus efforts towards interventions with the highest impact.

Test and demonstrate

- Work in partnership with our customers to co-create projects that demonstrate potential solutions.
- Pose the challenges we need solutions for.
- Embrace a culture where ideas are tested and thoroughly assessed.
- Learn from our work and develop compelling calls to action.
- Use all available channels, advocates and partners to promote our work and stimulate change.

Form valuable partnerships

- Be more intentional about forming strategic partnerships - using a variety of approaches and skills.
- Develop propositions which are shaped by customers.
- Use cutting-edge behaviour science to rethink how we can be influential.
- Be flexible and open to new ideas.
- Deliver interventions (such as funding or consultancy services) on a partnership basis.

WHAT WE WILL ACHIEVE



Dynamic EMS, a circular economy manufacturer

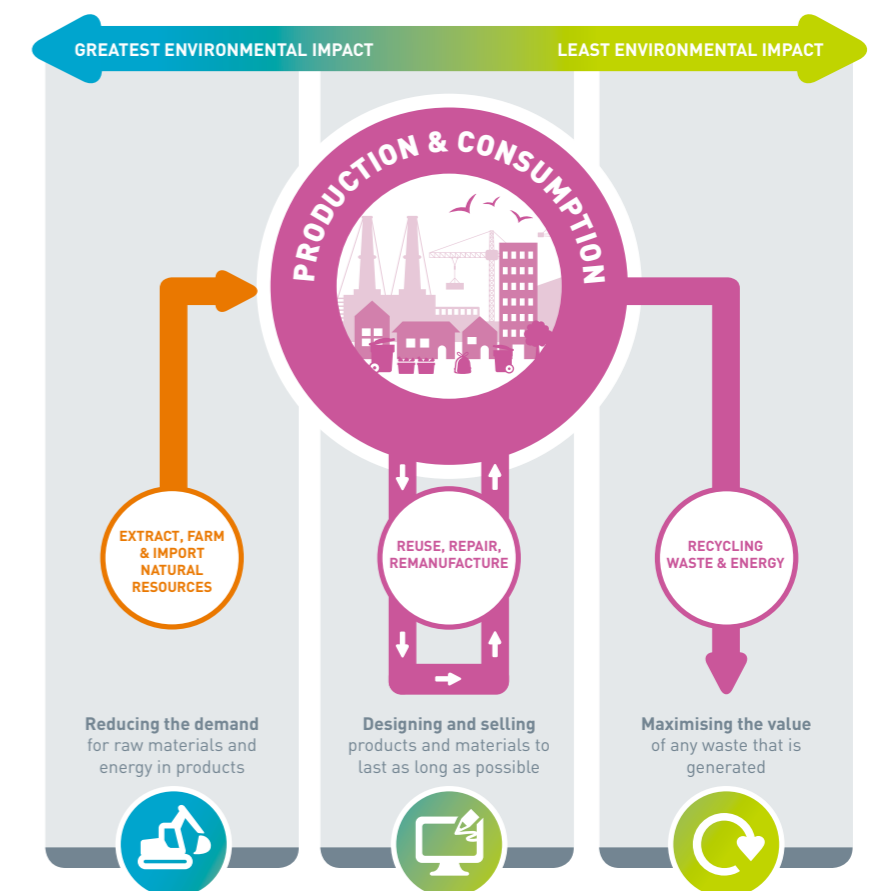
The impact

Reduce the environmental impact from consuming products and materials.

Our strategic outcomes will focus on where we can have the greatest impact in tackling climate change. Reducing our demand for raw materials and energy, and maximising the life of products and materials, could significantly

reduce our emissions. Achieving the greatest environmental impact will require new activities, new partnerships and fundamental changes in consumer and business behaviours.

How we will reduce the environmental impact



System-wide view of the circular economy

In achieving this we will also support:

- A thriving economy which is creating new opportunities for investment
- Increased competitiveness and innovation in Scottish businesses

- Prosperity for people through an inclusive economy which benefits everyone's wellbeing

How will we measure this?

Around 4/5ths of Scotland's carbon footprint comes from the production, consumption and waste of products and resources that Scots consume.

We will monitor the carbon footprint for Scotland, published each year by the Scottish Government, to monitor changes in the share related to the production, consumption and waste of products and resources that Scots consume.

We know our work will impact on the 'waste carbon footprint' that is measured using the carbon metric.

Existing policies (recycling, waste reduction, food waste targets) will reduce the 'waste

carbon footprint' over time. Zero Waste Scotland will be a key agent in delivering these policies.

The greatest opportunity for scaling up our impact exists in reducing the 'production and consumption' carbon footprint. The impact of converting to a circular economy and improved resource efficiency, alongside the rapid decarbonisation of the electricity grid, should have a very significant impact on reducing

the environmental impact from consuming products and resources.

By focusing on the carbon footprint, we are recognising that tackling the consumption of products and materials stretches far beyond the border of Scotland. Carbon footprint is a useful overarching indicator because it is a good proxy for the wider environmental damage caused by energy, material use, and waste⁸.

There are many factors that impact on Scotland's carbon footprint, so we will focus on what contributions we can measure to demonstrate the value of our work.

We will report on our contribution to the government targets for waste and energy. Measuring the environmental, social and economic impacts our work is delivering each year will show how Zero Waste Scotland is supporting Scotland's national performance framework and the Government's vision for one planet prosperity in the forthcoming Environment Strategy for Scotland.



⁸ In time, we envisage Scotland will measure its ecological footprint - which would also consider factors such as biodiversity, ecosystem damage and pollution - which might be a more holistic way of tracking progress.

Tracking progress

We will monitor Scotland’s carbon footprint, published by the Scottish Government each year⁹, to understand the impact of products and resources. Whilst our ultimate success will be in reducing the impact of products and materials on Scotland’s carbon footprint, we will also conduct a range of analysis to track progress.

We will monitor official Scottish targets, which are measured by the government, the Scottish Environment Protection Agency (SEPA) and other organisations. This will be a useful proxy for progress against the overall carbon footprint. It will also show how we are

supporting the government in achieving policy objectives, which is an important measure of our success.

To demonstrate our contribution to the achievement of these targets and the National Performance Framework, we will report on indicators that will show what our work is doing to help environmental, social and economic benefits in Scotland. To help with this, some new indicators will be developed.

Our approach to measuring progress is outlined in **Table 1**.



Locavore, a social enterprise that helps build a more sustainable local food system

Government targets
Waste generation is 15% lower by 2025 than in 2012
Food waste has reduced by 33% from 2013 to 2025
Recycling rate is 60% for household waste by 2020 and 70% for all waste by 2025
Energy use by businesses is 30% more productive by 2030
11% of non-electrical heat demand is delivered from renewable sources by 2020
Integrate existing services to the Energy Efficient Scotland programme

Indicators we can currently measure
Realised CO ₂ e savings from partners we are working with
Number of partners progressing transformative ideas for the circular economy
‘Societal’ benefits in areas such as wellbeing, inclusion, community networks, training opportunities and resilience
New national policy and legislation which we have contributed to each year
The recycling infrastructure capacity in Scotland

Indicators we need to develop
Attitudes and behaviours of citizens and businesses on their carbon footprint
A material productivity rate for Scotland
The number of employees and/or quality of employment within the circular economy in Scotland
A metric for recycling quality and/or value in Scotland

Table 1: Indicators for measuring progress and success

⁹ Latest reporting period covers 1998-2015.



OUR WORK

Strategic outcomes

We are focusing on four strategic outcomes to make sure our work is delivering on our aims. The first three outcomes reflect the external outcomes we envision while the fourth outcome reflects the vision we have for transforming our organisation.

Outcome 1: Responsible consumption

A Scotland where people and businesses **demand** products and services in ways which respect the limits of our natural resources.

Outcome 2: Responsible production

A Scotland where a circular economy is embraced by businesses and organisations which **supply** products and services to get the maximum life and value from the natural resources used to make them.

Outcome 3: Maximising value from waste

A Scotland where the environmental and economic **value** of wasted resources and energy is harnessed efficiently.

Outcome 4: Transforming Zero Waste Scotland

Make Zero Waste Scotland the leading organisation in driving radical **change** in behaviours towards products and resources.

Our strategic outcomes:

1 Responsible consumption



3 Maximising value from waste



2 Responsible production



4 Transforming Zero Waste Scotland



MAXIMISING IMPACT

Transforming Zero Waste Scotland

Achieving our key strategic outcomes and maximising our impact will require Zero Waste Scotland to evolve into a different type of organisation.

We believe we need to change our operating model to deliver the results we want for Scotland.

We will evolve the way we work to deliver the corporate plan. To do this we will:

- Establish **critical evidence** on material production, consumption and waste to inform our partners and markets on the areas where impact can be greatest.
- Work with other agencies and those which have **influence** to **form partnerships** that extend our reach, achieving more than we can on our own.
- Test and explore **ideas and solutions** to the biggest challenges we face in reducing Scotland's carbon footprint. These will be on

a larger scale than our previous work and will be focused from the outset on delivering evidence to inform action.

- Enhance our **expertise in behaviour change** to deliver initiatives which stimulate and support responsible consumption demands from citizens and businesses.
- Promote our evidence using **the most powerful channels** available - learning from the best in modern communications to target our markets and audiences effectively.
- Work alongside Scottish Government to **design and implement** new policy measures.
- Consider ways to **deliver services**, such as one-to-one support, the development of circular economy infrastructure.

Our values

We will adopt a culture and set of behaviours that underpin everything we do.

We will be:

Pioneering

- Seeking out and responding to new solutions.
- Showing an appetite for new ideas and take managed risks.
- Being bold and challenging the status quo.
- Challenging ourselves to improve.

Collaborative

- Using our knowledge to create persuasive and convincing calls to action for others to follow.
- Partnering with others (internally and externally) to deliver our vision.
- Respecting abilities and opinions.
- Creating teams, internally and externally, which bring together the best resources.
- Understanding the most effective role we, and others, can play to achieve success.

Focused

- Prioritising initiatives and activities we believe will have the greatest impact.
- Learning from our experiences of what works to improve future activities.
- Gathering feedback on how we are reaching our goals and using this to inform our actions.
- Leveraging our knowledge to make a difference.
- Using analysis and insights to make decisions, take action, engage others and provide solutions.

Authentic

- Leading by example through our own behaviours, corporate actions and policies.
- Communicating with honesty and openness.
- Holding ourselves and others to account regardless of hierarchy.
- Committing to professionalism and high standards.



**Values are constant.
They describe who
we are and remind
us what will be most
important in achieving
our purpose.**

WHO WE ARE



Zero Waste Scotland

Zero Waste Scotland is a company limited by guarantee. We currently receive funding from the Scottish Government and the European Regional Development Fund programme. The company's board is comprised of six non-executive directors, one of whom is the chair, and one executive director, who is the chief executive officer. Company membership includes Scottish ministers alongside our non-executive directors.











What we have achieved so far











We enter this new corporate plan after a successful period since the formation of the company in 2014. In that time, our work has seen Scotland recognised internationally as one of the leading nations driving a circular economy. Our key achievements include:

- Transforming attitudes to **food waste**. We have helped to reduce household food waste by 7% between 2011 and 2015 and supported councils, that now provide food waste recycling services for 80% of Scottish households.
- Supporting the implementation of the 5p **carrier bag charge** which saw distribution of single-use bags fall by 80% in the first full year since it came into effect.
- Implementing lifetime cost savings of more than £200m and avoiding the release of more than 1m tonnes of emissions between 2013-2017 through advice to businesses on saving energy, water and waste from **Resource Efficient Scotland**. This will support the Energy Efficient Scotland programme, bolstering its aims for all buildings in Scotland to be warmer, greener and more efficient by 2040.
- Creating the **Revolve quality standard**, in partnership with the reuse sector. In July 2019 we achieved the milestone of 150 Revolve stores being certified through the programme – a number which continues to rise.
- Delivering the Circular Economy Investment Fund and supporting the Low Carbon Infrastructure Transition Programme, both backed by European investment, to develop game-changing **innovation and infrastructure** for a more resource efficient, circular economy.
- Contributing our expertise to the voluntary code of practice which underpins the **Scottish Household Recycling Charter**, setting out how Scottish councils can move to consistent, high quality recycling services nationwide.
- Delivered a business case and consultation to pave the way for a **Deposit Return Scheme** for beverage containers in Scotland.
- Working with the Scottish Government and other agencies to jointly win the **World Economic Forum: Circularity Award 2017** for Cities and Governments and hosting a major international **Circular Economy Hotspot** event in 2018.

Our role in Scotland

Our work will contribute towards national outcomes in Scotland's National Performance Framework and the United Nations Sustainable Development Goals.

Scotland's National Outcomes*	 We value, enjoy, protect and enhance our environment.	 We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
Sustainable Development Goal**		
Outcome 1: Responsible consumption		
Outcome 2: Responsible production		
Outcome 3: Maximising value from waste		

Scotland's National Outcomes*	 We have thriving and innovative businesses, with quality jobs and fair work for everyone.	 We live in communities that are inclusive, empowered, resilient and safe.
Sustainable Development Goal**		
Outcome 1: Responsible consumption		
Outcome 2: Responsible production		
Outcome 3: Maximising value from waste		

Key:

Some contribution  Significant contribution  Major contribution 

* Scottish Government. **United Nations.



**Zero Waste Scotland
is Scotland's circular
economy expert – leading
society to use products and
resources responsibly.**

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European Union



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