



# Joint Municipal Waste Management Strategy Revision 2 (2015)

## Appendix 1: Actions and outcomes

Updated: July 2018

### 6 Actions and outcomes

This section takes the objectives above and breaks them down further into work areas containing specific actions. These actions are detailed and represent the views of our officers, elected members, residents and other industry stakeholders on how to improve the management of Surrey's waste.

The actions are shown in the tables below. Each action is accompanied by one or more 'outcomes' which are measurable indicators that will be used to show if the action has been achieved or not. The successful delivery of the actions will help to achieve this strategy's targets. To demonstrate how each action relates to the targets, the third column in each table gives the numbers of the targets which will be most influenced.

These actions will be taken by each partner and turned into operational plans, which can then be delivered on the ground.

## 6.1 High quality service

Work area 1: In order to deliver a high quality service, we must take the views of residents including those with protected characteristics, and businesses into account. We will do this by:

#	Action	Outcomes	Contributes to target #	Who?
1	Regularly producing customer service surveys to find out what the barriers are to improving waste management and how we can improve the quality of the information that we provide	<ul style="list-style-type: none"> <li>Periodic and targeted customer service surveys for waste management are produced and analysed at least once every three years.</li> </ul>	1,2,3,4	All partners
2	Providing simple, accessible and effective communication routes to give feedback	<ul style="list-style-type: none"> <li>A question on the ease of accessibility of information is included in the above surveys</li> </ul>	1,2,3,4	All partners

Work area 2: Residents and businesses need to understand their role in waste management so that they feel engaged in the process and participate fully. We will make sure that residents including those with protected characteristics, and businesses understand their role in improving waste management by:

#	Action	Outcomes	Contributes to target #	Who?
1	Telling residents and businesses why it is important to reduce their waste and how they can do it	<ul style="list-style-type: none"> <li>Include waste reduction as part of the county-wide communications campaigns described in Work area 7</li> </ul>	1,4	All partners
2	Providing all new residents with full information about their waste and recycling service	<ul style="list-style-type: none"> <li>Information packs are being issued to all new residents.</li> </ul>	1,2,3,4	All WCAs
3	Engaging with specific residents and businesses that do not present recyclables for collection, or present contaminated recyclables for collection to understand their barriers to recycling and help overcome them	<ul style="list-style-type: none"> <li>Each authority has a local procedure in place for following up contaminated collections by 1 January 2016</li> <li>Each authority sees a year-on-year reduction in rate of contaminated recycling bin rejections</li> </ul>	1,2,3,4	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
4	Publishing a charter each year showing residents and businesses where their waste and recycling is being sent for treatment	<ul style="list-style-type: none"> <li>An annual charter is issued on the SWP website by July each year</li> </ul>	1,2,3,4	SWP manager

## 6.2 Work with others

Work area 3: We must engage with our communities to ensure they have sufficient support to improve waste management. We will support communities by:

#	Action	Outcomes	Contributes to target #	Who?
1	Engaging with and empowering volunteer and community groups	<ul style="list-style-type: none"> <li>Undertake an on-going community engagement programme that supports volunteers to get involved with waste management. The programme results in added social value to communities and volunteer numbers increase each year.</li> <li>The community engagement plan includes actions that add social value to communities</li> </ul>	1,2,3,4	SWP manager

Work area 4: Working more effectively with other local authorities can improve performance and reduce costs due to economies of scale. We will work with other local authorities, both inside and outside of Surrey, to:

#	Action	Outcomes	Contributes to target #	Who?
1	Get better deals for goods and services e.g. new collection vehicles	<ul style="list-style-type: none"> <li>Waste management related contracts, products and services are procured jointly unless deemed impractical after consultation with other partners</li> </ul>	4	All partners
2	Get better deals for contracts from waste management companies for collecting and/or managing our waste	<ul style="list-style-type: none"> <li>The end dates of new waste management contracts are synchronised across similar contracts let by other SWP authorities to maximise opportunities for future joint procurement</li> <li>The costs of waste products and services reduce each year after the impact of inflation has been taken into account.</li> </ul>		

Work area 5: In Surrey, we work closely with the private sector in order to deliver some of our waste management services, but we could work together more effectively. We will work with the private sector companies that process our waste to:

#	Action	Outcomes	Contributes to target #	Who?
1	Clearly agree with reprocessors on what materials can be recycled, and pass on this information to our residents and businesses	<ul style="list-style-type: none"> <li>MRF and reprocessor input contamination rates are checked quarterly by each authority and show a year-on-year reduction</li> </ul>	2,3,4	All partners
2	Make sure that both the Surrey taxpayer and the reprocessor get the best deal possible from selling the recyclables that we produce	<ul style="list-style-type: none"> <li>Regular soft market testing is done on each material stream</li> <li>If prices are significantly worse than the market price, corrective action is taken where possible within the constraints of the contract</li> </ul>	4	All partners

Work area 6: The waste materials that Surrey produces are a large and valuable resource. We will use our influence as a major supplier of materials to:

#	Action	Outcomes	Contributes to target #	Who?
1	Lobby product manufacturers and retailers to design household products that minimise waste and are easy to recycle	<ul style="list-style-type: none"> <li>The SWP is represented at all relevant forums and is in attendance at all relevant events involving waste authorities and product manufacturers</li> </ul>	1,2,3,4	SWP manager
2	Lobby government to develop legislation that facilitates the reduction of waste and increases high quality recycling	<ul style="list-style-type: none"> <li>SWP has provided a unified response to all relevant government consultations regarding waste management</li> <li>SWP actively lobbies central government on key matters</li> <li>SWP actively lobbies the European Union on key matters</li> </ul>	1,2,3,4	SWP manager

### 6.3 Maximise value

Work area 7: By reducing the amount of waste produced by residents and maximising the proportion that is recycled, we can obtain more valuable recyclable materials and help the environment. We will do this by:

#	Action	Outcomes	Contributes to target #	Who?
1	Enabling residents to recycle any material where it is environmentally and financially beneficial to do so - at home, at community recycling centres and on the go	<ul style="list-style-type: none"> <li>Waste hierarchy assessments take place as part of Waste Regulations compliance assessments (see Work area 10). These will determine if it is viable to recycle new materials.</li> </ul>	2,3,4	All partners
2	Ensuring controls are in place so that all new developments have sufficient space for waste and recycling containers	<ul style="list-style-type: none"> <li>Each new development in a WCA's area has sufficient space for all recycling containers necessary to provide the full collection service</li> </ul>	2,3,4	All WCAs
3	Increasing the proportion of bulky waste that is reused and recycled	<ul style="list-style-type: none"> <li>Each authority reuses and recycles at least 25% of bulky waste in 2018/19</li> <li>Each authority undertakes reuse and recycling using the community sector wherever possible</li> </ul>	2,3	All partners
4	Providing residents with as much capacity (bin space) for recycling as they need. This excludes garden waste which is chargeable throughout Surrey.	<ul style="list-style-type: none"> <li>All WCAs provide free unlimited capacity for recycling (excluding garden waste) by 1 October 2015</li> </ul>	2,3,4	All WCAs
5	Reducing capacity for non-recyclable waste at the kerbside, to encourage residents to minimise their waste and use recycling bins	<ul style="list-style-type: none"> <li>All WCAs are enforcing policies for no side-waste and closed lids on residual bins by 1 October 2015</li> <li>Each WCA has provided each household with no more than 360 litres of residual waste capacity per month as standard, as soon as is reasonably practicable</li> </ul>	1,2,3,4	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
6	Regularly identifying where and how recycling can be increased	<ul style="list-style-type: none"> <li>• A composition analysis of residual waste is undertaken every three to five years</li> <li>• After each composition analysis, an assessment of capture rates is produced for individual materials by SWP for each partner authority</li> <li>• From 1 April 2015, the WDA undertakes assessments at least once a quarter of recycling rates for each material at each CRC and identifies priority areas and improvement options</li> <li>• From 1 April 2016 all WCAs record: <ul style="list-style-type: none"> <li>○ the location of each non-compliance incident, such as a contaminated bin or excess waste, along with the reasons for the incident</li> <li>○ details of all loads rejected from the MRF, including the collection round and the reason for rejection</li> <li>○ quarterly MRF composition sampling results</li> </ul> </li> <li>• From 1 April 2016, WCAs will use the above data to identify problem areas (geographically) and problem materials that contaminate the recycling.</li> </ul>	N/A	All partners
7	Using targeted communications to increase recycling in the priority areas (identified by the six monthly analyses above)	<ul style="list-style-type: none"> <li>• Measured reductions in non-compliance incidents (such as contaminated bins or excess waste), MRF rejections and MRF contamination rates</li> <li>• Improvements in recycling rates</li> </ul>	1,2,3,4	All partners
8	Publicising any changes to collection services with clear and comprehensive information	<ul style="list-style-type: none"> <li>• SWP best practice research and available templates are used to deliver consistency in local service communications</li> </ul>	1,2,3,4	All WCAs

#	Action	Outcomes	Contributes to target #	Who?
9	Making communications more consistent across the county in order to increase their efficiency and maximise their impact	<p>From 1 April 2015:</p> <ul style="list-style-type: none"> <li>• Have agreed a timetable for county-wide communications campaigns</li> <li>• Use 'Recycle for Surrey' branding on all communications</li> <li>• Partners use SWP to design local communications as part of county-wide campaigns wherever feasible</li> <li>• Monitoring and evaluation data is provided to SWP Communications Team to collate campaign evaluations</li> </ul>	1,2,3,4	All partners

Work area 8: We want our recyclable material to be as good quality as possible so that it can be turned into high quality products. We will maximise the quality of our recyclable materials by:

#	Action	Outcomes	Contributes to target #	Who?
1	Not collecting recycling containers containing contaminating waste materials, with clear information given to the affected resident as to why, and how they can reduce contamination in future	<ul style="list-style-type: none"> <li>• Annual reductions in MRF and reprocessor input contamination rates</li> <li>• All WCAs provide regular training to crews on managing contamination by 1 January 2016</li> </ul>	4	All WCAs

Work area 9: We will get the best deals for all waste materials that we manage by:

#	Action	Outcomes	Contributes to target #	Who?
1	Collecting the same materials in the same way across Surrey	<ul style="list-style-type: none"> <li>• Prior to the development of new recycling infrastructure, or the procurement of new collection vehicles; partners have fully consulted with the partnership on which method(s) of separating household waste materials at the kerbside are most likely to meet the aims, objectives and targets of this strategy.</li> <li>• At the end of each WCA's bin stock life or by 1 April 2020, whichever is sooner, all WCAs will have agreed a form of consistent colour coding for their bins (for example bin bodies, or bin lids, or bin stickers).</li> </ul>	2,3	All partners

#	Action	Outcomes	Contributes to target #	Who?
2	Pooling and centrally managing all the material from each waste stream in Surrey, using economies of scale to attract the best possible prices	<ul style="list-style-type: none"> <li>Each material waste stream is being centrally managed for all authorities once existing contracts have expired, if not before</li> </ul>	4	All partners
3	Investing in developing waste management infrastructure as appropriate, to give us more control over how materials are managed and help us ensure that we are getting the best deal environmentally and financially	<ul style="list-style-type: none"> <li>Infrastructure is developed for recycling dry mixed recyclables collected by Surrey's WCAs</li> </ul>	4	SCC

Work area 10: The way in which we collect waste is controlled by the Waste (amendment) Regulations 2011, which aims to promote high quality recycling and move us towards becoming a recycling society. Abiding by the regulations will help ensure that we collect waste in a way that is sustainable and provides best value. We will make sure that we are doing this by:

#	Action	Outcomes	Contributes to target #	Who?
1	Testing all of our collection systems against the requirements of the law and in particular assessing their cost and environmental impacts to make sure that they are compliant.	<ul style="list-style-type: none"> <li>A Waste Regulations compliance assessment is undertaken and documented (at the individual authority level) whenever changes are proposed regarding <ul style="list-style-type: none"> <li>The availability of recycling techniques and accessible facilities for materials that are currently difficult to recycle.</li> <li>The cost of vehicles.</li> <li>The cost of staff, value of recyclables and the costs of energy recovery or disposal.</li> <li>Collection, treatment or vehicle contracts coming to an end.</li> </ul> </li> </ul>	4	All partners



Work area 11: Some of our WCAs already collect commercial waste, which they are allowed to charge for. This is a valuable income stream to them which helps to offset other waste management costs. We will generate more income from commercial waste by:

#	Action	Outcomes	Contributes to target #	Who?
1	Using existing collection vehicles and waste infrastructure to offer commercial waste collections across the county where financially viable	<ul style="list-style-type: none"> <li>WCAs offer marketed commercial waste services where financially viable</li> <li>A review has been conducted on introducing a commercial waste service at CRCs by 1 April 2018.</li> </ul>	4	All partners
2	Making sure that businesses do not dispose of their waste through household waste services	<ul style="list-style-type: none"> <li>Collection crews are trained to identify and report commercial waste abuse by 1 January 2016</li> <li>Where household and commercial waste are collected together, an accurate and robust method will be used to calculate the proportions of each</li> <li>Cost effective measures to avoid commercial waste abuse at CRCs are implemented at all sites and monitored and recorded at least quarterly</li> </ul>	1,4	All partners

Work area 12: It is important that we do not forget about our existing arrangements for collecting and managing our waste. We will continually improve these by:

#	Action	Outcomes	Contributes to target #	Who?
1	Scrutinising existing arrangements regularly to identify opportunities for service improvement and cost savings	<ul style="list-style-type: none"> <li>All contract monitoring frameworks involve constant scrutiny of performance and savings opportunities</li> <li>Key performance indicators for all contracts/arrangements are compared against peer authorities at least annually</li> </ul>	2,3,4	All partners
2	Making sure that our CRC network is optimised to provide a good service to residents whilst extracting maximum value from materials	<p>From 1 April 2016:</p> <ul style="list-style-type: none"> <li>Adjust opening hours and days to ensure that the sites are run as efficiently as possible</li> <li>Introduce charging for non-household wastes but allow a concession for small amounts of rubble and soil</li> <li>Open reuse shops at suitable sites</li> </ul>	4	SCC
3	Diverting our residual waste from landfill	<ul style="list-style-type: none"> <li>All residual waste is diverted from landfill by the end of 2019/20</li> </ul>	3,4	SCC

4	Improving our understanding of the total cost of managing waste and recycling in Surrey	<ul style="list-style-type: none"> <li>• A SWP cost assessment is undertaken by the end of each calendar year</li> <li>• The cost capturing methodology is assessed annually prior to the assessment</li> </ul>	4	SWP Manager
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Work area 13: Fly-tipping poses a significant environmental, social and financial problem in Surrey. We will take steps to reduce fly-tipping by:

#	Action	Outcomes	Contributes to target #	Who?
1	Implementing a strategy to reduce fly-tipping, improve fly-tipping data and improve our investigation and enforcement of fly-tipping incidents	<ul style="list-style-type: none"> <li>• Increased public awareness of how to dispose of waste responsibly.</li> <li>• Fly-tipping across the county decreases each year.</li> <li>• Successful prosecutions for crimes relating to fly-tipping increase as a proportion of fly-tipping incident numbers.</li> </ul>	1,2,3,4	All partners