

Appendix 1.

Waste Service

Strategic

Infrastructure

Plan for

Surrey

A Strategic Infrastructure Plan for Surrey's waste management, which:

1. Improves resilience to imminent changes in waste policy,
2. Provides security of bulking and treatment outlets,
3. Reduces the dependency on third-party outsourcing, and
4. Ensures value for money.

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Glossary

Term	Meaning
Anaerobic Digestion (AD)	The process of decomposition of Surrey's food waste by anaerobic microorganisms as a means of energy production.
Community Recycling Centres (CRC)	Where residents can bring waste that is not suitable for their household kerbside collections.
Deposit Return Scheme (DRS)	A scheme for drinks containers to reward people for bringing back bottles and encourage them not to litter their empty bottles, increasing the quality and quantity of recycling.
Dry Mixed Recycling (DMR)	Recyclable material that is dry and collected in the same container e.g., card, plastic bottles, cans etc.
Energy from Waste (EfW)	Using waste as a fuel to produce energy
Extended Producer Responsibility (EPR)	Legislation for packaging to ensure producers of products bear financial responsibility for the management of the waste stage of a product's life cycle (except ground litter).
Gasifier	The facility at which residual waste is converted into gas
Materials Recovery Facility (MRF)	A processing facility where dry recycling is sorted
Persistent Organic Pollutants (POPs)	Found in textiles and foam of upholstered domestic seating. The law requires that POPs in waste are destroyed to prevent lasting environmental harm and impacts on the food chain. This means waste containing POPs must be incinerated and must not be recycled or landfilled.
Residual Waste	Household waste that is not collected for recycling, sometimes known as 'black bag' waste
Resource and Waste Strategy RWS	The Government strategy that sets out how we will preserve material resources by minimising waste, promoting resource efficiency, and moving towards a circular economy in England.
Waste Collection Authority (WCA)	The authority responsible for collecting household waste at the kerbside i.e., the districts and boroughs in Surrey
Waste Disposal Authority (WDA)	The authority responsible for the transfer, transport, treatment, and disposal of all local authority collected waste.
Waste Transfer Stations (WTS)	Where material is bulked before heading to a treatment or disposal facility.

Executive Summary

Surrey County Council (SCC) as the Waste Disposal Authority is responsible for the transfer, transport, treatment, and disposal of all local authority collected waste within Surrey, totalling approximately 500,000 tonnes of material each year. The scale of this operation requires a significant amount of infrastructure; this includes a network of transfer facilities for both bulking and onward transportation of waste and recycling, along with treatment and processing facilities both within the border of Surrey and beyond.

SCC's current waste infrastructure portfolio comprises:

- Five Waste Transfer Stations - where material is bulked before heading to a treatment or disposal facility.
- Fifteen Community Recycling Centres - where residents can bring waste that is not suitable for their kerbside collections.
- A gasifier treating 55kt/a of residual waste, and
- An anaerobic digestion facility treating 40kt/a of currently collected food waste.

The operation of these infrastructure assets and the management of waste and recycling is currently the responsibility of our waste disposal contractor SUEZ Surrey under an integrated Private Finance Initiative (PFI) contract.

The current infrastructure network is operating at capacity, with very little contingency. The approaching end of the current arrangements, coupled with forthcoming legislation, has prompted an examination of the infrastructure requirements needed to safeguard SCC's waste service for a changing operational, contractual and legislative environment over the medium and long term to 2050. SCC's vision is to fundamentally shift the way we deal with municipal waste within Surrey, driving a circular economy that aims to keep resources in use as long as possible to extract maximum value from them. The creation of new infrastructure is a vital component of this vision and will provide resilience, security and value for money for the future delivery of the waste services.

There are numerous factors that have been examined, and the key drivers can be summarised as:

- The need to build resilience and self-sufficiency within the SCC waste infrastructure.
- Limited infrastructure capacity within the existing SCC network and the region.
- Budgetary pressures and the need to extract greater value for money from our services.
- The need for frictionless working with WCAs to drive efficiencies and improve performance
- The need to be able to adapt and respond accordingly to changing national policies, in particular the 25 Year Environment Plan, which sets out the Resources and Waste Strategy.

A summary of the actions recommended to facilitate SCC achieving its vision are shown below:

Infrastructure	Recommendation	Commentary
Transfer Capacity	<ul style="list-style-type: none"> • SCC continue to engage with Surrey Heath Borough Council regarding a site at Doman Road to assess purchasing or leasing on a long-term basis. • Develop a detailed business case following the identification of a feasible solution for the site 	This will be a strategic site for SCC to replace third-party facilities and will provide long-term security and increase the resilience of our network
Treatment Capacity	<ul style="list-style-type: none"> • SCC to instigate dialogue with Mole Valley District Council regarding a potential Materials Recovery Facility (MRF) site at Randalls Road, Leatherhead. 	This will be a strategic site for SCC to replace third-party infrastructure.
	<ul style="list-style-type: none"> • SCC appoint a consultant for the development of a MRF at Trumps Farm. • Begin the development of a detailed business case.¹ 	This site will offer SCC the resilience it requires in terms of bulking and treatment capacity in the future.
	<ul style="list-style-type: none"> • Internal feasibility study for bulky waste treatment within Surrey. • Develop business case (if solution identified). 	This has the potential to be an environmentally and economically beneficial initiative that reduces the double processing of bulky waste and allows SCC to provide resilience and security of treatment outlets.
	<ul style="list-style-type: none"> • Internal feasibility study for mattress treatment within Surrey. • Develop business case (if solution identified). 	This has the potential to be an environmentally and economically beneficial initiative that reduces the amount of waste SCC send to landfill and increase recycling. As well as allowing SCC to provide resilience and security of treatment outlets.
	<ul style="list-style-type: none"> • Internal feasibility study for a self-sufficient purpose-built re-use and repair facility. • Develop business case (if solution identified). 	This has the potential to be showcase reuse initiatives that reduces the amount of waste SCC sends to landfill, increases recycling and reuse.

¹ Following the development of the initial business case for Trumps Farm and presentation of this to Member for Environment and the Waste Board, it was agreed that a two MRF solution incorporating the use of the MVDC site at Randalls Road would be preferable and should be explored.

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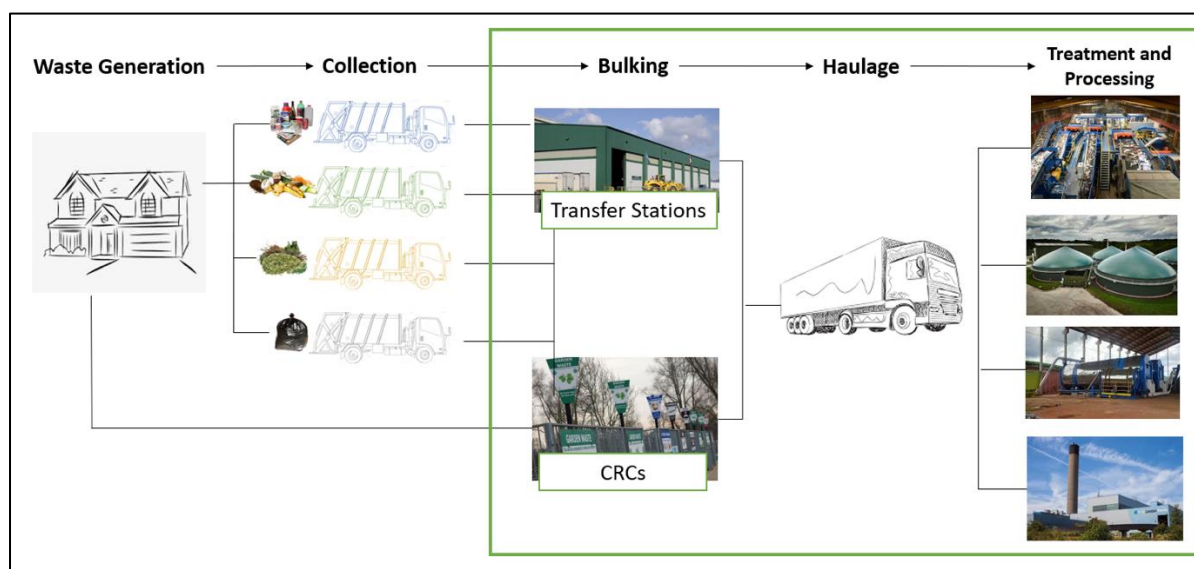
1 Introduction

Surrey County Council (SCC) as the Waste Disposal Authority (WDA) is responsible for the transfer, transport, treatment, and disposal of all local authority collected waste by the eleven (11) Waste Collection Authorities (WCA) within Surrey. SCC's waste infrastructure portfolio consists of:

- five (5) Waste Transfer Stations (WTS) - where material is bulked before heading to a treatment or disposal facility.
- fifteen (15) Community Recycling Centres (CRC) - where residents can bring waste that is not suitable for their kerbside collections.
- a gasifier treating 55kt/a of residual waste, and
- an anaerobic digestion facility treating 40kt/a of currently collected food waste.

The operation of these infrastructure assets and the management of waste and recycling from both the community recycling centres and from the Surrey districts and borough councils is currently the responsibility of our waste disposal contractor SUEZ Surrey. This integrated Private Finance Initiative (PFI) contract is due to come to an end in 2024. Figure 1 details the services covered under this contract.

Figure 1: PFI Contracted Services (SCC is responsible for those identified within green box)



At the beginning of this contract, in 1999, the level of recycling was very low, with the majority of Surrey's waste collected as residual waste and sent directly to landfills in Surrey. As most of these landfills are now closed and landfill has become the disposal option of last resort, all waste (including that which is collected for recycling by the districts and boroughs) passes through SCC's network of WTS. As these WTS became significantly busier over time and pressure was put on the network's capacity, a new WTS was built at Earlswood in 2015 and our contractor has had to utilise several additional third-party operated facilities in recent years.

A programme of work (the 'Rethinking Waste Programme') was set up to manage the reprocurement of waste services due to expire in 2024, as part of the current PFI contract. Preparation for this

reprocurement included a full review of SCC's waste service and assets, identifying key gaps in SCC's infrastructure network. Consequently, this paper sets out a high-level Infrastructure Plan that will provide SCC with **resilience, security, and value for money for the future delivery of the waste services**. The paper draws on and refers to a large evidence base, and a summary of work to date can be seen in a series of supporting reports.

This plan sets out the identified infrastructure developments required within the next eight (8) years, to 2030, to sustain our waste management services over the next thirty (30) years. It focuses on the upgrade and development of assets within the geography of Surrey where there is a critical need for that infrastructure. It presents a series of recommended work packages needed to safeguard the future of waste services and seeks endorsement and formal approval of this work by the Council.

This plan does not consider out of county infrastructure requirements.

2 Why do we need an Infrastructure Plan?

The driving factors which mean it is necessary for SCC to develop an infrastructure plan for their waste service have been examined in a PESTLE analysis, Table 1. The key drivers can be summarised as:

- Limited infrastructure capacity within the existing SCC network and the region (for some material streams) highlighted by the disaggregation strategy for the reprocurement of waste services post 2024 (OBC approved by Cabinet February 2022).
- Budgetary pressures and the need to extract greater value for money from our services.
- The need for frictionless working with WCAs to drive efficiencies and improve performance, in line with a new waste strategy 'SEP 2025: A partnership approach to waste prevention and recycling', developed through the Surrey Environment Partnership.
- The need to be able to adapt and respond accordingly to changing national policies, in particular the 25 Year Environment Plan, which sets out the Resources and Waste Strategy.

Table 1: PESTLE Analysis – Impact of the external environment on the Waste Service

Factor	Comment
Political	<ul style="list-style-type: none"> • Alignment with Resources and Waste Strategy for England in 2018 (UK Government, 2018) <ul style="list-style-type: none"> ◦ Implications for DMR and Partnership working • Extended Producer Responsibility (EPR) proposals: <ul style="list-style-type: none"> ◦ Possible changes to the materials collected by WCAs and the two-tier funding mechanisms in place. • Consistent collections in recycling proposals: <ul style="list-style-type: none"> ◦ As requirements become clearer, the composition of collected material is likely to change over time, future flexibility in dry recycle processing will be essential. • 25 Year Environment Plan and targets: <ul style="list-style-type: none"> ◦ Work towards eliminating avoidable waste by 2050. ◦ Work towards eliminating food waste to landfill by 2030. • Net Zero Strategy - Requirement of net zero domestic greenhouse gas emissions by 2050, • District and Borough support for county wide initiative influence by local politics and political cycles.

Factor	Comment
	<ul style="list-style-type: none"> Impact the validity of end destinations in the future with a greater emphasis placed on local treatment to reduce transport emissions.
Economic	<ul style="list-style-type: none"> DMR: <ul style="list-style-type: none"> Variability in processing costs - In recent years, SCC processing fees have increased by 20%. This upward trend is synonymous with national trends. This is partly due to the monopolisation of the local market by a small number of operators but is also coupled with increasing demand for quality materials and export restrictions. Little control over commercial offtake arrangements. Demand for quality materials and the implication of contamination impacts the amount of money SCC receives as a rebate. WTS: <ul style="list-style-type: none"> High cost of third-party sites (Ash Vale and Chambers) Limited availability of sites suitable for waste developments, and new WTS. Inability to develop SCC-owned WTS in Surrey, due to difficulty in identifying suitable sites and obtaining planning consent Residual Waste <ul style="list-style-type: none"> Inability to develop SCC-owned residual waste processing facilities in Surrey, due to difficulty in identifying suitable sites and obtaining planning consent
Social	<ul style="list-style-type: none"> The social movement and support towards the climate change agenda. Greater expectations to recycle more at the kerbside with 'wish cycling' (throwing questionable items into a recycling bin in the hope that they will be recycled) is still a problem. NIMBYISM (Not In My Back Yard): the public has shown support for a circular economy but is reticent to have any waste infrastructure in 'their' back yard. Shortage of skilled labour, particularly HGV drivers. Increasing interest from the public to recycle more materials.
Technical	<ul style="list-style-type: none"> Limited bulking and local treatment capacity resulting in increased carbon impact, transport costs, and will not contribute to creating a circular economy for Surrey. Reliance on third-party bulking and treatment capacity. Mole Valley site at Randalls Road Leatherhead, where Grundon lease the land and operate a MRF is a critical piece of infrastructure as it receives material directly delivered from Mole Valley, Elmbridge and Woking which could not be absorbed into the WTS network as it currently is.
Legal	<ul style="list-style-type: none"> Significant uncertainty as to how and when the private sector will respond to the Resource and Waste Strategy <ul style="list-style-type: none"> For DMR any new contractual arrangements with an outsourced service provider will either be risk-priced or be subject to negotiation of additional costs at the time of any changes to WCA collection services. Several laws that must be adhered to: <ul style="list-style-type: none"> The Environmental Protection Act 1990 (UK Government, 1990) is the main legislation for waste management for the last 30 years. Surrey as the WDA has a duty to provide domestic waste disposal and provide the necessary facilities for homeowners to dispose of their refuse, as well as a duty of care to handle waste responsibly Environment Act (new) introducing new RWS requirements. Emerging legislation also presents challenges:

Factor	Comment
	<ul style="list-style-type: none"> ○ Persistent Organic Pollutants (POPs) bans to landfill ○ UK Emissions Trading Scheme and potential incineration tax
Environmental	<ul style="list-style-type: none"> • Statutory obligation as WDA. • Reduce, Reuse, Recycle still prioritised over disposal of any sort. • Energy recovery prioritised over landfill for waste that cannot be recycled. • Carbon implications of waste sent out of county

3 Our Vision - Where do we want to be?

SCC's vision is to fundamentally shift the way we deal with municipal waste within Surrey, driving a circular economy that aims to keep resources in use as long as possible, so we extract maximum value from them. We will create new infrastructure and work with districts and boroughs in a more collaborative way to provide resilience, security and value for money for the future delivery of the waste services.

The desired outcomes for the Waste Service Infrastructure Plan are:

- A circular economy model is adopted to minimise waste and maximise value of resources.
- Reduced carbon impact of waste collection and disposal.
- More waste is reused or recycled.
- The amount of waste landfilled is minimised.
- Our costs for dealing with waste are as low as possible.
- Resource recovery is maximised from residual waste materials.
- Consistency with SEP 2025 and UK legislation.

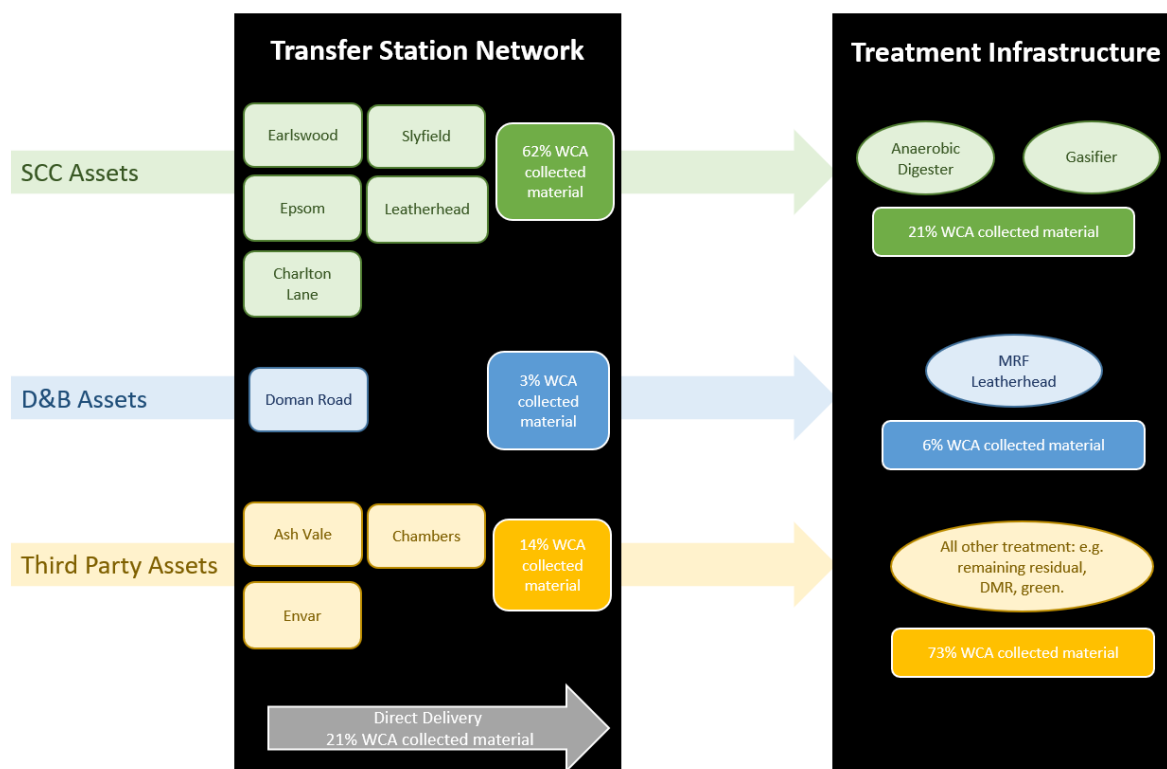
4 A Waste Infrastructure Plan for Surrey

Figure 2 summarises the infrastructure assets used to deliver the current waste service.

- Green indicates SCC-owned assets.
- Blue indicates assets used which are owned, in-part, by district or borough councils.
- Yellow indicates third party assets used.

The figure does not indicate waste flows.

Figure 2: Summary of infrastructure used to treat Surrey's Waste (N.B the arrows do not indicate flows of material but are indicative of asset ownership)



4.1 Waste Transfer Stations

Waste is collected by the WCAs and is either delivered directly to a treatment facility or is bulked at one of nine (9) Waste Transfer Stations (WTS) (as per Figure 2 above). WTS are a critical part of waste infrastructure in Surrey as they reduce transport distances for the WCAs and correlating adverse environmental impacts and costs. They also provide an opportunity to screen recyclable waste for contamination before it is sent to treatment, improving material quality and reducing costs. The transfer stations are also used to bulk up materials such as green waste, wood, rubble and residual waste from the Community Recycling Centre (CRC) network as well as accepting commercial waste from local traders.

SCC owns five (5) of these WTS, which covers the bulking of c.62% of material disposed of in Surrey. The five (5) WTS are:

- Earlswood – no plans for development
- Slyfield – new WTS in this location is planned, this sits outside the scope of the recommendations within this Infrastructure Plan.
- Charlton Lane – has recently been developed as part of the wider Eco Park
- Epsom – no plans for development
- Leatherhead – no plans for development

Slyfield Waste Transfer Station

The existing WTS is the busiest in the county and at over 50 years old is outdated and no longer fit for purpose. Construction of a new waste transfer station on land currently owned by Guildford Borough Council (GBC) is planned as part of GBC's wider development of the area. The Weyside Urban Village project will involve relocation of the Thames Water Sewage Treatment works, delivery of new housing and industrial units as well as relocation of the waste site. The relocation of the waste site is scheduled for 2026/27. This sits outside the scope of this Infrastructure Plan as it is currently in development and is assumed as built within the modelling detailed here.

The remainder of material is either direct delivered to third-party facilities for treatment or is sent for bulking at third-party WTS.

Three (3) further third-party facilities are utilised by SUEZ Surrey. These are:

- Ash Vale WTS for c. 13% of WCA collected residual waste from Guildford, Surrey Heath and Waverley (c.6% overall WCA collected waste).
- Chambers WTS for c.11% of WCA collected DMR from Waverley (c.3% overall WCA collected waste).
- Envar WTS for 26% of WCA collected green waste (c. 5% overall WCA collected waste), Chertsey for the bulking of green waste.

Figure 3 shows these primary flows of material.

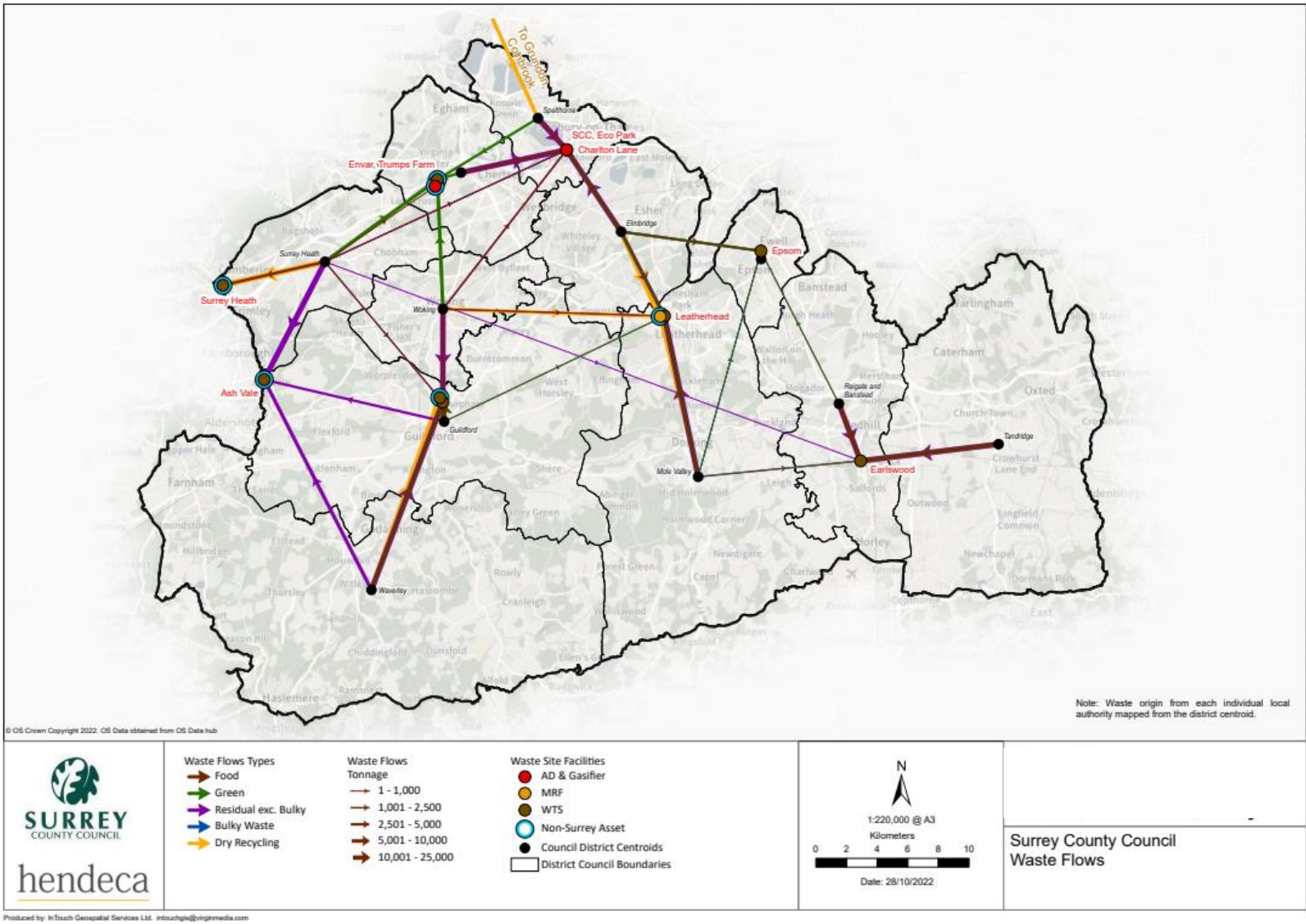
Once the current PFI contract comes to an end, these bulking facilities may no longer be available to SCC, and 60kt tonnes of waste will need to find a location somewhere else in the network.

A fourth third-party operated facility, Doman Road (owned by Surrey Heath), is operated by Amey and is utilised for the bulking of Surrey Heath's food waste and DMR, a total of c. 15kt (c.3% overall WCA collected waste). This facility is not fit for purpose and Surrey Heath are exploring options to redesign the site.

In addition to the factors identified above, the Resources and Waste Strategy could also have an impact on the capacity of WTS infrastructure required in Surrey. For example, if, through the introduction of consistent collections, WCAs are required to move from completely co-mingled collections to collections involving greater separated dry recycling, such a separate glass and separate paper and card, then there will be a need for additional bulking bays at the WTS that currently do not exist.

As such, both the limited capacity at SCC WTS and the use of third-party WTS for the bulking of waste presents the first issue to be addressed by this Infrastructure Plan.

Figure 3: Primary Infrastructure used to bulk Surrey's Waste – Waste Transfer Stations and Direct Delivery, 2020-2021



4.1.1 The WTS Recommendations

On the basis that Doman Road is currently used by SUEZ Surrey as part of the current waste services contract, SCC have engaged with Surrey Heath Borough Council (SHBC) and Joint Waste Solutions (JWS) to explore available options to redevelop this site. SHBC have engaged the environmental consulting firm Eunomia to provide initial high-level site designs and initial costs for development options for the site that will meet the current and future needs of the services. A project board has been set up between SCC and SHBC /JWS for this initial exercise. Consequently, the recommendations are that:

- The optioneering of Doman Road, in conjunction with SHBC, is pursued.
- SCC continue to engage and shape the development of the site and assess the feasibility of a purchasing or leasing model for the site from SHBC on a long-term basis.
- Following the identification of a feasible solution for the site a detailed business case that provides the basis on which the future of Doman Road as a WTS can be decided. This will be a strategic site for SCC to replace the third-party facilities of Ash Vale and Chambers and will provide long-term security and increase the resilience of our network following the end of the PFI contract.

4.2 Waste Treatment Infrastructure

‘Treatment infrastructure’ refers to all infrastructure that is used to reuse, recycle and treat the waste disposed of in Surrey. Historically, it has been extremely difficult to develop treatment infrastructure in Surrey and therefore only 20% of Surrey’s waste and recycling is managed at SCC-owned facilities. This includes 40kt/a of food waste and 55kt/a of residual waste which is treated at the Eco Park at Charlton Lane. The remaining material is sent to third-party treatment facilities (either directly delivered or following bulking), as summarised in the Table 2.

Table 2: Summary of Treatment Infrastructure and possible opportunities

Material Stream	Treatment Infrastructure	Opportunity for SCC Infrastructure
Dry Mixed Recycling	Third-party Material Recycling Facilities (MRF) operated by several providers: Grundon Colnbrook, Grundon Leatherhead (MVDC site at Randalls Road), N+P Crayford and Biffa Edmonton.	Yes – dependency on third party facilities, a lack of local capacity for DMR and imminent policy changes associated with the Resources and Waste Strategy ² (e.g., extended producer responsibility payments and consistent collections), mean that there is an opportunity for DMR infrastructure, to provide significant, financial and environmental benefits to SCC. Additionally, suitable sites have been allocated to infrastructure of this kind. See Section 4.2.1 for further details.

² RWS, 2018: [Resources and waste strategy for England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/721212/resources-and-waste-strategy-for-england-2018.pdf)

Material Stream	Treatment Infrastructure	Opportunity for SCC Infrastructure
Bulky Waste	Shredded at third-party Suez site at Mitcham then sent for recycling or recovery via energy from waste	Yes - imminent changes to legislation in the form of POPs ³ will mean that certain streams of bulky waste can no longer be sent to landfill. There is minimal shredding infrastructure in the Southeast, and to pass this onto a third-party would result in increased costs associated for SCC and increased environmental burdens of transporting this waste out of county.
Mattresses	Third-party deconstruction or landfill	Yes - mattresses present a series of challenges to SCC in terms of their management and as such they can often end up in landfill. As landfill is the least desirable treatment option a Surrey based recycling solution would be beneficial.
Reuse Network	Five (5) reuse shops, situated at our CRCs at Horley Road, Earlswood; Randalls Road, Leatherhead; Charlton Lane, Shepperton; Petworth Road, Witley, and Martys Lane, Woking.	Yes – improvement and/or expansion of the network of reuse shops, would provide an opportunity for SCC to showcase reuse initiatives that reduces the amount of waste sent to landfill, increase recycling and reuse.
Residual Waste (exc. Bulky Waste)	25% SCC Eco Park. 75% brokered by SUEZ Surrey and sent to a range of third-party Energy from Waste facilities (EfW) and landfill, where required.	No - it has been identified that there is sufficient capacity within existing third-party infrastructure that SCC could utilise to treat residual waste into the future. Further to this, no suitable sites have been identified for the development of EfW infrastructure in Surrey. See Section 4.3 for further details.
Green Waste	Third-party in-vessel composters (IVC) operated by several different providers: Envar, Woodhorn Group and KPS.	No - there are a surplus of third-party providers within the South-East, consequently the gate fee paid is low. Further, there is little value in green waste treatment that would provide any financial benefit to SCC.
Food Waste	SCC anaerobic digester with use of third-party AD facilities for any excess food waste	No – all food waste currently has a treatment outlet within Surrey. Future investigation into additional food waste infrastructure will only be necessary if separately collected food waste tonnages increase and there is a shortage of merchant capacity available to treat excess waste.
Street Sweepings	Third-party recycling by Sweeptech.	No – the collection and recycling of street sweepings is a niche service that would not yield any significant environmental or economic benefits to SCC if it were to be pursued.

³ Persistent organic pollutants Consultation June 2022: [Summary of responses to the consultation - draft update to the National Implementation Plan \(NIP\) \(publishing.service.gov.uk\)](#)

Material Stream	Treatment Infrastructure	Opportunity for SCC Infrastructure
CRC recyclables and wastes	Various third-party outlets depending on material.	No – the materials collected at CRCs (over and above the residual, green and bulky waste) vary in terms of their quantity and composition and therefore do not present economic or environmental benefits to SCC in order to be considered further here. Limited dry recycling is collected at CRCs; however this would be treated SCC infrastructure.
Wood Waste	Single third-party outlet at Stobart, Tilbury.	No – the volumes of wood waste generated (c. 20ktpa) are not sufficient to make development of wood waste infrastructure viable economically.
Hazardous	Third-party – various sites depending on composition of waste.	No – hazardous waste requires specialist treatment, and SCC do not produce substantial quantities that would justify further exploration.
Fly-tipping	Third-party – various sites depending on composition of waste.	No - if fly-tipped waste, is hazardous, it must be treated as such. If fly-tipping waste is not hazardous it will be treated as residual. There are no opportunities in relation to fly-tipping waste.

Whilst for some materials, third-party treatment is the most optimal solution, there are some materials where local SCC owned infrastructure would be preferential. **This presents the second issue to be addressed by this Infrastructure Plan.**

4.2.1 Dry Recycling

SCC currently sends dry recycling to four (4) third-party facilities in the South-East, as identified in the map Figure 4:

- Grundon - Colnbrook.
- Grundon - Leatherhead.
- N+P - Crayford.
- Biffa - Edmonton.

The Grundon facility, located at Randall's Road in Leatherhead, is a strategic asset in the management of DMR. There are two primary reasons for this: firstly, it accepts 40kt of directly delivered waste from three districts, relieving the pressure on the WTS network. Secondly, it increases resilience by offering up an alternative site to treat DMR. The land parcel the facility is on is owned by Mole Valley District Council (MVDC) and the Grundon lease is due to expire in 2025. Initial communication has been had with MVDC, but no indication has been provided by MVDC as to what will happen next at this site. This site presents an opportunity to increase the resilience of the network.

Further, the operation of SCC's own DMR infrastructure could provide additional opportunities:

- There is limited local capacity within Surrey and the surrounding region for bulking and sorting of recycled materials, leading to longer transport distances, increased transportation costs and carbon impact, (Figure 5) which a local facility would mitigate.
- Limited MRF capacity, increasing material quality requirements and export restrictions have led to an increase in processing costs over which SCC has little control. A facility in which SCC has an interest would allow a greater degree of control over processing costs.
- The volatility of global demand for recyclable material, linked to raw material prices and changes in consumer habits has resulted in significant fluctuations in the value of recycled materials. Whilst SCC would have no influence over global markets, a facility in which SCC had more control would allow us to better understand and plan for changes in material value.
- There is an increasing focus on quality of materials collected and sent for recycling, meaning that contamination by non-target materials is heavily penalised. A facility in which both the WDA and WCAs have a stake would allow us to incentivise the collection of high-quality materials and invest in processes that will reduce levels of contamination.
- Such a facility would provide future flexibility as the requirements of the Resources and Waste Strategy (RWS) and Environment Bill become clearer and as material compositions change. At the time of writing, there is significant uncertainty as to how and when the private sector will respond to the RWS and Environment Bill and whether access to the appropriate recycling capacity at an affordable price will be possible.
- As the timing of RWS changes are currently uncertain, any new contractual arrangements with an outsourced service provider will either be risk priced or subject to negotiation of additional costs at the time of any changes to WCA collection services.

Figure 4: Surrey Dry Recycling treatment destinations and contracted tonnage

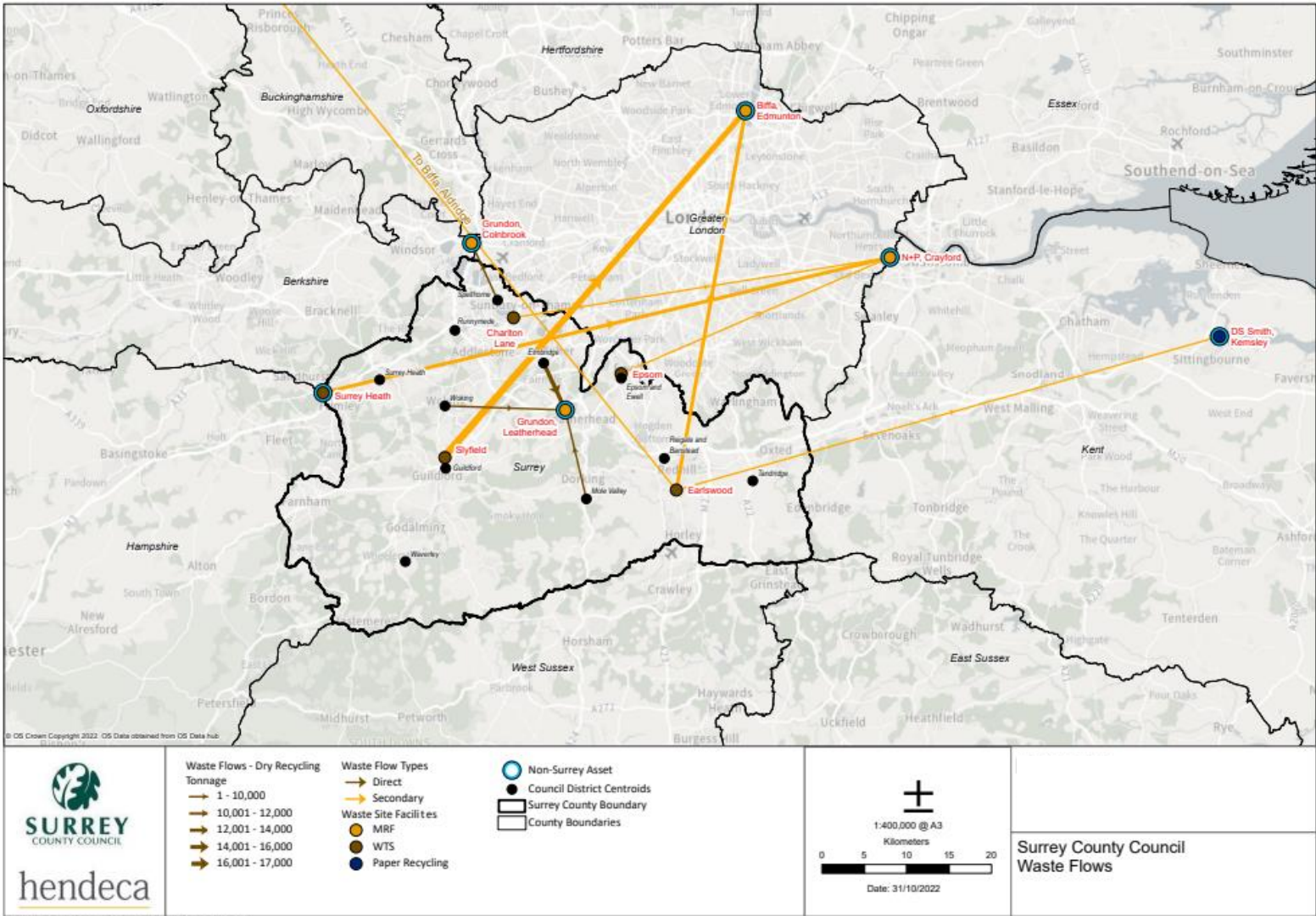
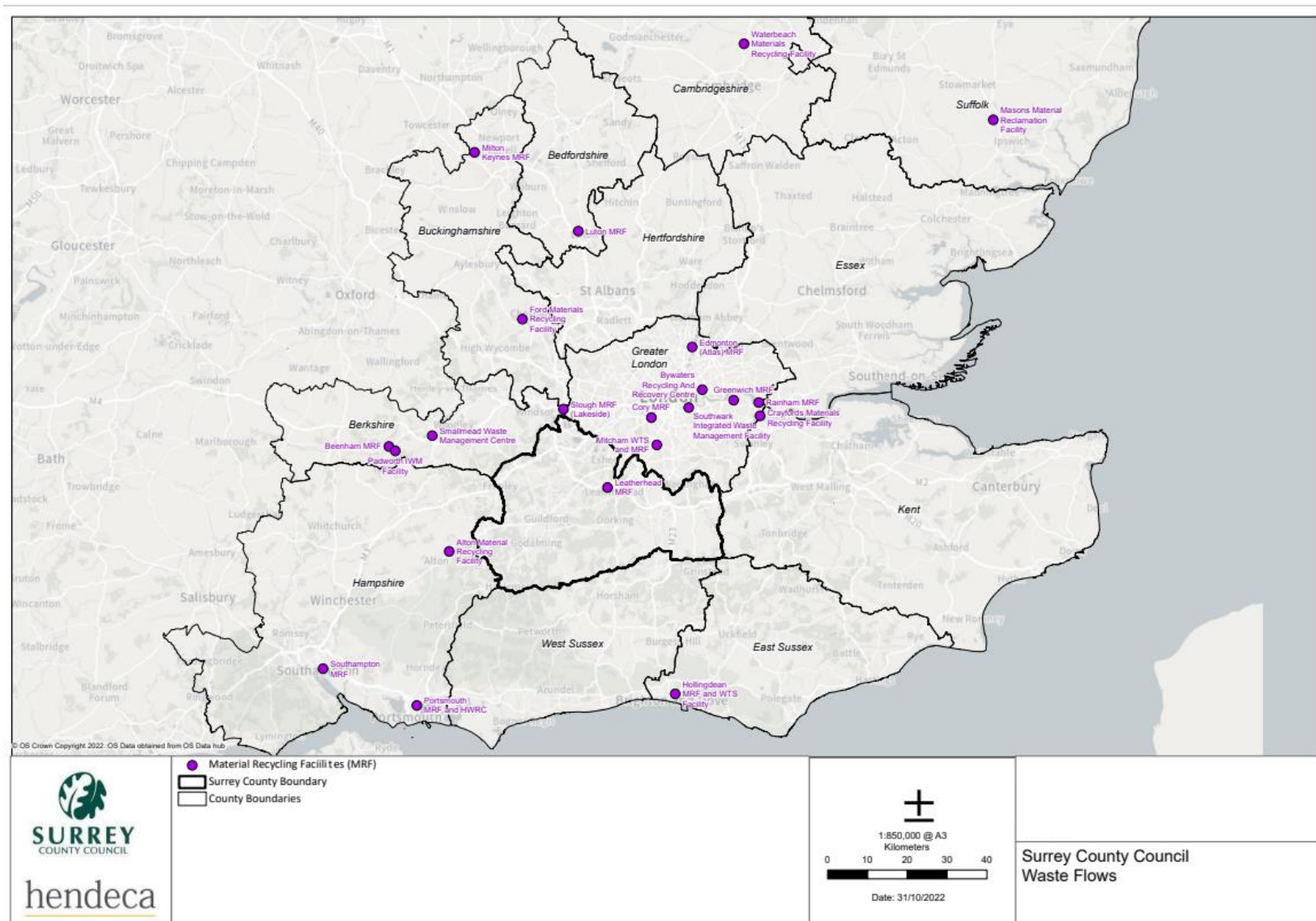


Figure 5: Materials Recovery Facilities in England



Impact of Resources and Waste Strategy on Surrey

Several emerging policies are developing as a result of the Resources and Waste Strategy (RWS). Launched in December 2018, RWS is the government's plan to preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy, which will see products kept in use for as long as possible, making it easier to reuse, repair, refurbish, or recycle them. RWS combines actions the government will take now with firm commitments for the coming years and gives a clear longer-term policy direction in line with its 25 Year Environment Plan. RWS sets out several proposed policy reforms including:

1. Invoke the 'polluter pays' principle and Extended Producer Responsibility (EPR) for packaging to ensure producers of products bear financial responsibility for the management of the waste stage of a product's life cycle (except ground litter). The government have committed to introducing this from April 2024. The key change for local authorities is that they will be compensated for necessary costs for managing packaging waste from households, community recycling centres and street bins. Defra are still working on the details of this with more clarity expected in 2023.
2. Introduce a Deposit Return Scheme (DRS) for drinks containers, to reward people for bringing back plastic bottles and encourage them not to litter their empties and increase the quality and quantity of recycling. This is still under consideration for implementation from late 2024.
3. Improve recycling rates by ensuring consistency in household and business recycling collections. This is still under consideration for implementation from 2023/24. Key proposals include:
 - Collection of the same dry recyclable materials (glass, metal, plastic and, paper and card) as separately as possible (considerations relating to circumstances where separate collection of recyclable waste streams may not be technically or economically practicable or may not provide a significant environmental benefit).
 - Collection of additional dry recycling (metal jar lids, aerosols, cartons, aluminium foil and trays, aluminium tubes, and plastic films and pouches).
 - Collection of food waste separately at least once a week.
 - Collection of garden waste for free or for a maximum cost.
 - Service standards for collection arrangements and frequency.

Table 3 summarises the work to date on DMR and the next steps required.

Table 3: DMR - Summary and Next Steps

Completed Stream	Work	Outcome	Next Steps
Collection System Modelling, 2020-21. SCC with WRAP and SEP		Identification of optimal collection system as two-stream fibres out, where paper and card are collected in one container and the remaining recyclate is collected together in another container. Each WCA to service it in way optimal to them and not a one-size fits all solution.	Further understand implications of RWS consultation not detailed here.

Completed Stream	Work	Outcome	Next Steps
High-level business case – Trumps Farm MRF, 2020-21. External – Local Partnerships / Frith	<p>There is a strong strategic and economic case justifying need and viability of MRF / initial bulking at Trumps Farm. The site also has the opportunity to support other initiatives such as SCCs desire to install solar PV capacity on the adjacent closed landfill site and use the energy generated at the neighbouring MRF. This will support wider initiatives in the Climate Change Delivery Plan.</p> <p>Approval of a planning application will be essential to go/no-go for this solution.</p> <p>Possibility of a two (2) MRF solution incorporating Randalls Road, Leatherhead MRF has been identified in the Surrey Waste Plan, in order to reduce the traffic movements and burdens on one site and to increase resilience in the system.</p> <p>Engagement with WCAs found that they were supportive of Surrey-owned and operated MRF(s)</p>	<ul style="list-style-type: none">• An early decision to proceed with planning given the timing of the expiry of the PFI contract (see below).• Securing planning permission for the development.• Development of a detailed business case for the facility.• Further detail on the site layout and design, including vehicle movements, traffic assessment, material storage, visual impact.• Service delivery / governance arrangements for the operation of the facility (in conjunction with WCAs).• Potential sources of funding from the RWS initiatives for the WCAs and SCC, for the implementation and operation of new recycling systems.	
Trumps Farm Planning application, 2022. External Planning Support	<p>Funding was secured from the Feasibility fund to procure consultancy support the development of a planning application for a MRF at Trumps Farm. Approval to proceed was given by Executive Director for ETI. Discussions ongoing with SCC Land and Property team to ensure we are tied in across the ETI portfolio with regards to site developments.</p>	<p>Request for Quotation preparation to market for consultancy support to develop planning application and support with the necessary consultation(s).</p>	
Optioneering for Leatherhead MRF, 2020-Ongoing. Internal	<p>Development of long-listing for options at Randalls Road, Leatherhead MRF. Discussions to be set up with MVDC to shortlist options. Discussions ongoing with SCC Land and Property team to ensure we are tied in across the ETI portfolio with regards to site developments.</p>	<p>Engagement from MVDC has been low. Issue has been escalated to Executive Director for ETI.</p>	

4.2.1.1 DMR Infrastructure Recommendation

A two (2) MRF solution would reduce the risks associated with a single asset, creating resilience and allowing for increased direct delivery. The Randalls Road, Leatherhead MRF currently provides a key direct delivery point for Elmbridge, Mole Valley and Woking materials and is critical in reducing any additional burdens on the transfer stations, as well as allowing for districts to take material straight to

reprocessing. Engagement with Land and Property colleagues (L&P) will be crucial in opening up dialogue with MVDC and also shaping and subsequent delivery of the opportunities within the feasibility study.

A development of a MRF at Trumps Farm will offer SCC the resilience it requires in terms of bulking and treatment capacity in the future. Consequently, the recommendations are that:

- SCC work in collaboration with Mole Valley District Council (MVDC) to conduct a feasibility study into the role of Randall's Road, Leatherhead, MRF in improving the resilience and security of dry recyclate processing within Surrey. If a solution is identified, then a business case should be developed that provides the basis on which the future of the treatment of dry recycling at Randalls Road, Leatherhead can be decided.
- The procurement of consultancy support for the development of a planning application is sought. Funding has been secured from the Feasibility Fund and approval to proceed has been provided by the Executive Director for ETI. The proposed work on the planning application will be split into three phases. Phase one will involve the development of the project, including an optimal scheme and master-planning for the site. Phase two will be the preparation of the planning application itself as well as the pre-application consultation. Phase three will be ad-hoc post application support.
- A detailed business case (over the same period in which the planning application for Trumps Farm is being prepared) is developed for the facility that considers:
 - Site layout and design
 - Service delivery and governance arrangements for the operation of the facility (in conjunction with WCAs)
 - the potential sources of funding from the RWS initiatives for the WCAs and SCC for the implementation and operation of new recycling systems,
 - timeframe for delivery (an indicative timeframe is shown in Appendix 1).

4.2.2 Bulky Waste

Surrey residents produce approximately 10,000t of bulky waste each year. 1,000t collected by WCAs as part of their kerbside service, is sent to all five (5) SCC-owned WTS and Ash Vale WTS. Another 9,000t is deposited by the public at the Community Recycling Centres (CRCs). Currently, this is managed by SUEZ Surrey under the integrated contract. The bulky waste collected at the CRCs is sorted into reusable and non-reusable items, with the reusable items diverted through SCCs network of five (5) CRC reuse shops, and the non-reusable items either shredded at SUEZ sites in Mitcham or Morden before being sent to EfW or are sent directly to landfill.

Market engagement conducted in the Summer of 2022 identified a lack of localised infrastructure outside of the shredding capability provided by Suez. Secondary to this, is that 95% of EfW facilities in the UK do not have front end shredding capabilities. The impact of this is two-fold. The first is that authorities without access to a specialised bulky waste shredder send their bulky waste to landfill. The second is that, if the provider of a bulky waste shredder, is not the same as that for residual waste

treatment, then the waste will be considered to be double handled, (doubling the cost to manage it) before it can be disposed of. As SCC look to disaggregate their contract and as there is currently only one provider of bulky waste shredding in the region, there is a need for SCC to explore its own infrastructure to manage this material.

Further complicating matters is the impact of the impending Persistent Organic Pollutants (POPs) legislation, which will mean significant changes for how this bulky waste is managed. The Environment Agency has undertaken an investigation and confirmed the widespread presence of very large quantities of POPs and other hazardous chemicals in both the textiles and foam of upholstered domestic seating.

Impact of POPs Legislation

Our understanding of the impacts of this legislation based on industry research could mean that co-collected bulky waste (that which includes upholstered furniture and that which does not) will need additional checks to ensure the remaining items are not contaminated with POPs. This will also apply at CRCs, if space restrictions mean sites cannot have a designated 'reuse' area for residents to place their upholstered furniture, further checks will be required. In both instances, where additional checks are required, they will need to *demonstrate that the levels of bromine on the rear of the covers of the item, and in the foam of the item, are below the concentration limit for PBDE POPs in waste (currently 1000 mg/kg)*. These checks can be avoided if the item does not become waste and is diverted to reuse. There is a guidance about when an item can be designated for reuse for example, the user intended it to be reused and it has fire safety labelling.

This will require new procedures to be put in place by SCC and the incumbent at each of the sites managing bulky waste. All reasonable steps must be taken to avoid mixing these items with other waste during waste production, storage, collection, and treatment. They should not be mixed with other waste, for example in a skip, on a vehicle, or a bay at a CRC. – which will likely lead to storage issues at WTS. This may also impact the reuse sector by diverting soft furnishings that may have been reused to disposal over safety fears.

The law⁴ requires that POPs in waste are destroyed to prevent lasting environmental harm and impacts on the food chain. This means waste containing POPs must be incinerated and must not be recycled or landfilled. However, it is permissible to reuse any item that contains POPs before it becomes waste. Consequently, this legislation will impact on the collection, bulking and treatment of this waste stream.

Therefore, a solution is required for bulky waste that:

- is compliant with legislation.
- maximises reuse solutions wherever possible.
- avoids the material being double handled by third parties.
- provides value for money.

⁴ The Persistent Organic Pollutants Regulations 2007 (as amended) and Retained Regulation (EU) 2019/1021 on persistent organic pollutants as amended by the Persistent Organic Pollutants (Amendment) (EU Exit) Regulations 2020.

4.2.2.1 Bulky Waste Recommendation

Given that there is little infrastructure available to treat Bulky waste, either in Surrey or in the surrounding regions, the recommendations are as follows:

- An internal feasibility study is conducted to explore solutions for bulky waste treatment within Surrey. This study should consider the opportunities for this treatment to be co-located at either Trumps Farm and/or Doman Road as previously identified.
- If a solution is identified, then a business case should be developed that provides the basis on which the future of bulky waste treatment can be decided. This has the potential to be an environmentally and economically beneficial initiative that reduces the double handling of bulky waste and allows SCC to provide resilience and security of treatment outlets.

4.2.3 Mattresses

Approximately, 350t of mattresses are generated in Surrey annually and is currently managed as part of the integrated PFI contract with SUEZ Surrey. Historically, mattresses have been sent to landfill as they have been difficult and expensive to either shred or deconstruct. Mattresses are a difficult material to handle at a landfill site as they do not compact, and the wire gets tangled around the compaction machines. As a result, landfill sites have increased gate fees for mattresses to recognise the handling difficulties and to promote alternatives treatment solutions. In addition, the relatively light weight of a mattresses and the inability to be able to compact them means that they are voluminous items that cannot be transported easily or cheaply. Consequently, it has become financially viable to send mattresses to re-processors that deconstruct them into their constituent parts: metal, fabric and foam. Neighbouring counties have started to utilise mechanical shredders to break down mattresses so that the material can be recycled or recovered in an EfW plant. A solution is required that:

- maximises recycling or ensure the material can be processed for recovery (wherever possible avoiding landfill).
- reduces the distance material has to be transported.
- provides value for money.

4.2.3.1 Mattress Recommendations

Given that there is little infrastructure available to treat mattresses, either in Surrey or in the surrounding regions, the recommendations are that:

- An internal feasibility study is conducted to explore solutions for mattress treatment within Surrey. This study should consider the opportunities for this treatment to be co-located at either Trumps Farm and/or Doman Road as previously identified.
- If a solution is identified, then a business case should be developed that provides the basis on which the future of mattress treatment can be decided. This has the potential to be an environmentally and economically beneficial initiative that reduces the amount of waste SCC sends to landfill, increases recycling rates and allows SCC to provide resilience and security of treatment outlets.

4.2.4 Reuse Hub Concept

An initial feasibility study has shown potential for the development of a reuse hub on a site adjacent to the Surrey Eco Park. The concept could involve the provision an exemplar of circular economy principles, including a café in addition to facilities for the repair and upcycling of a wide range of products, keeping them in use for longer as well as presenting opportunities for revenue generation. This would enable SCC to increase awareness of the circular economy and reuse. It could also provide community space and deliver further social value including adult education opportunities, possibly opportunities for offender rehabilitation as well as revenue generation.

It is envisaged that an exemplar industrial building showcasing renewable technology will be constructed to host a range of repair facilities, which will be equipped and staffed by voluntary organisations in the third sector as well as offenders or ex-offenders as part of their rehabilitation to acquire skills for future employment. Upcycled items and items fit for reuse could be sold to generate revenue.

4.2.4.1 Reuse Hub Concept Recommendations

In order to explore this concept further, it is recommended that:

- a detailed feasibility study be conducted to establish whether a financially self-sufficient purpose-built reuse and repair facility could be constructed on the site.
- If a solution is identified, then a business case should be developed that provides the basis on which the future of the Reuse Hub can be decided. This has the potential to be showcase reuse initiatives that reduces the amount of waste SCC sends to landfill, increases recycling and reuse.

4.3 Residual Waste

Significant evidence gathering has been undertaken to examine the need for the development of residual waste infrastructure. A summary of the work completed to date on the need for residual waste infrastructure is detailed in Table 4.

Table 4: Residual Waste - Summary and Next Steps

Completed Workstream	Outcome	Next Steps
Residual Waste Infrastructure Needs, 2021. Internal - SCC	Capacity in the market to dispose of the residual waste that will need to be reprocured in 2024 following expiry of the SUEZ Surrey contract.	Merchant capacity to be sought for reprocurement.

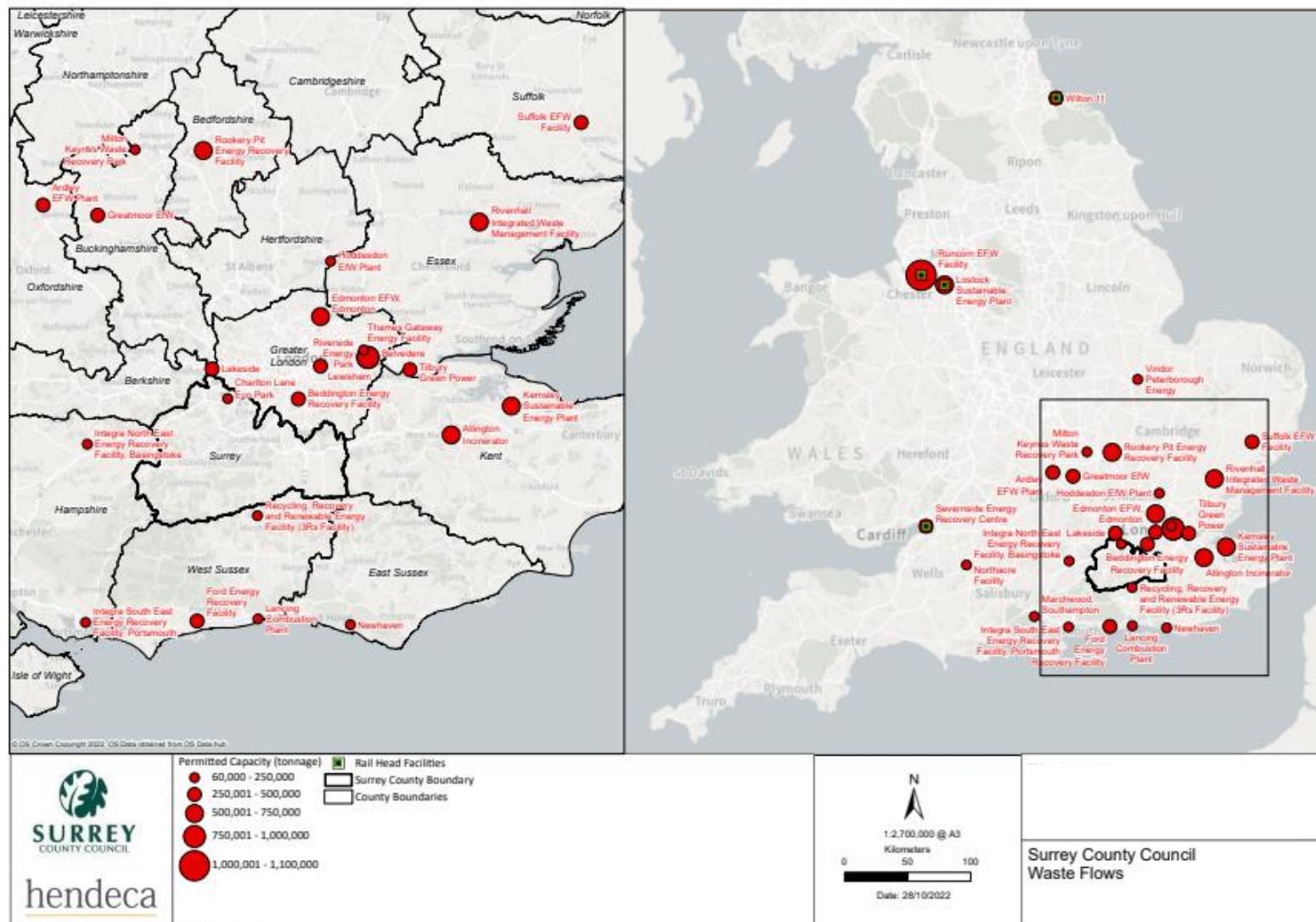
Completed Workstream	Outcome	Next Steps
Waste Local Plan Site and Technology Analysis, 2021. External - Ramboll	<p>EfW most reliable treatment technology available to treat residual waste at scale.</p> <p>Only one (1) site in Surrey that has land available for large scale facility, however the site is Green Belt.</p> <p>Development of EfW infrastructure in Surrey would not be possible at the scale required to treat all of Surrey's residual waste at the sites identified.</p>	<p>EfW development consideration as a commercial opportunity outside needs of service.</p> <p>Explore the possibility of repurposing the Eco Park.</p>
Eco Park Repurposing, 2021. External - Ramboll	<p>Increasing the Anaerobic Digestion throughput capacity of 80ktpa, is not possible on the footprint of the existing AD facility.</p> <p>The scale and massing of the gasification facility does not match well for a conversion to a conventional waste to energy facility.</p>	<p>Alternative uses of the gasification facility footprint have been suggested, however, further work would be required to establish the feasibility of such redevelopment.</p>
EfW Waste Infrastructure Ownership vs Customer Comparison, 2020-2021. External – Greenlight Consulting	<p>Workshop presenting the results of modelling work for an SCC owned 300ktpa EfW.</p> <p>Workshop indicated that there may be a commercial opportunity for SCC over and above the service need for this infrastructure if a suitable site and partner could be found. On its own, SCC does not generate sufficient volumes of residual waste to feed infrastructure of this scale.</p>	<p>SCC and Commercial Site Analysis to be commissioned to explore any additional SCC or commercial sites that might be available for EfW processing, not previously identified in the Minerals and Waste Local Plan⁵ (MWLP).</p>
SCC and Commercial Site Analysis, 2022. External - Hedenca	<p>Commercial and MWLP site analysis conducted. Results were then assessed using RAG. The top 10 results were shared with SCC Planning and Land and Property departments to review sites and ensure validity of results.</p>	<p>After an internal review was conducted by SCC's Planning Team of the sites identified by the consultant and concluded that there were , no suitable sites within the county.</p>

Based on the work to date (exploring the case of need and site selection) there are no recommendations put forward to further explore residual waste infrastructure to be built within the boundary of Surrey. This is because:

- It has not been possible to identify any suitable sites for an energy from waste (EfW) plant in the county.

⁵ [Minerals and Waste Local Plan - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk/minerals-and-waste-local-plan)

frastructure across the South of England, including Railhead locations that could be accessed from Surrey



- Previous experience has shown that even if a site could be identified, obtaining planning consent for a Surrey EfW would be challenging and would likely take at least 10 years to deliver.
- To be economically viable, the scale of an EfW facility would be significantly larger than the residual waste Surrey generates (150,000 tonnes per annum), at a scale of over 350,000 tonnes throughput per annum.
- There is sufficient third-party capacity available to treat SCCs needs in the medium to-long term
- The move towards low carbon energy production is likely to add complexity and cost to the development and operation of an EfW, for example by requiring carbon capture and storage, or if EfWs are included in a carbon trading scheme.

EFW Commercial Asset

A longer-term strategy to explore residual waste infrastructure as a commercial asset to SCC, may be worth consideration. As there is no case of need from a waste service perspective, this would be a commercially based decision, as the facility would need to be of a scale significantly larger than the waste Surrey generates, thus requiring additional waste from third parties. Therefore, this is an opportunity best suited to the Economic Development Team and is out of scope of the Infrastructure Plan presented herein.

5 Out of Scope

This Infrastructure Plan has focused on the core operational infrastructure required to manage and treat kerbside collected waste, such as our waste transfer stations and direct delivery MRFs. It also recommended packages of work to explore those waste streams which do not currently have local treatment infrastructure. That said, the Waste Team, as part continuous improvement activities are exploring other opportunities for improving residents' experiences with their waste service, and whilst not integrated into this plan, they are detailed herein.

CRC Site Search

A watching brief to find potential replacement sites for some of our single level CRCs (Warlingham, Caterham, Cranleigh and Dorking and Bagshot) is recommended. Therefore, a site selection assessment is proposed, in order to explore areas of land that may be suitable for the development of further waste or recycling infrastructure in the future, namely WTS and CRCs. It is proposed that the same exercise that was used for the identification of suitable sites for EfW, is updated to analyse other waste sites. This sits outside the scope of this Infrastructure Plan as these sites do not provide capacity for the delivery of kerbside collected wastes, where SCC are currently restricted for capacity.

CRC Pedestrian access

Members have requested that we explore all opportunities for pedestrian access to our CRCs. Currently, pedestrian access is only possible at the Camberley, Warlingham and Caterham CRCs but it may be possible to extend pedestrian access to three or four other sites. The remaining eight sites are accessed via a road which does not have a dedicated footway and therefore pedestrians cannot get to the site entrance safely. This sits outside the scope of this Infrastructure Plan as it is currently in development as part of current service improvements.

Green Waste – On farm composting

Discussions with local farmers have identified the potential for some on-farm composting of green waste collected from the kerbside and our CRCs. It is recommended that we undertake a feasibility study to explore this option further. It sits outside of the scope of this Infrastructure Plan as there is no immediate case of need for green waste offtake.

6 Summary of Recommendations

A summary of the recommendations within this report can be seen in Table 5.

Table 5: Recommendations

Infrastructure	Recommendation	Commentary
Transfer Capacity	<ul style="list-style-type: none">• SCC continue to engage with SHBC to assess purchasing or leasing on a long-term basis.• Following the identification of a feasible solution for the site develop a detailed business case.	This will be a strategic site for SCC to replace the third-party facilities of Ash Vale and Chambers and will provide long-term security and increase the resilience of our network following the end of the PFI contract.
Treatment Capacity	<ul style="list-style-type: none">• SCC to instigate dialogue with MVDC regarding site at Randalls Road, Leatherhead for the continued use of the site as a MRF.	This will be a strategic site for SCC to replace the third-party infrastructure currently provided by Grundon's.

Infrastructure	Recommendation	Commentary
	<ul style="list-style-type: none"> • SCC appoint a consultant for the development of the MRF at Trumps Farm. • Begin the development of a detailed business case. 	This site will offer SCC the resilience it requires in terms of bulking and treatment capacity in the future.
	<ul style="list-style-type: none"> • Internal feasibility study for bulky waste treatment within Surrey. • Develop business case (if solution identified). 	This has the potential to be an environmentally and economically beneficial initiative that reduces the double processing of bulky waste and allows SCC to provide resilience and security of treatment outlets.
	<ul style="list-style-type: none"> • Internal feasibility study for mattress treatment within Surrey. • Develop business case (if solution identified). 	This has the potential to be an environmentally and economically beneficial initiative that reduces the amount of waste SCC send to landfill and increase recycling. As well as allowing SCC to provide resilience and security of treatment outlets.
	<ul style="list-style-type: none"> • Internal feasibility study for a self-sufficient purpose-built reuse and repair facility. • Develop business case (if solution identified). 	This has the potential to be showcase reuse initiatives that reduces the amount of waste SCC sends to landfill, increases recycling and reuse.

7 Proposed Delivery

7.1 Timeframe

This Infrastructure Plan details the enabling work required to support the decision-making on a range of different pieces of infrastructure, either in conjunction with the WCAs or SCC, only, that should improve Surrey's **resilience to imminent changes in policy, security of bulking and treatment outlets, reducing our dependence on third-party outsourcing and ensure value for money for the future delivery of the waste services**. A high-level programme of these activities is shown in Table 6.

If the work detailed herein is endorsed, then the *project initiation documents* develop will be executed and a detailed timeline for each work package will be developed. It is envisaged that if a project has a strong business case, then the relevant approvals will be sought independently. The recommended resources required to delivery this strategic plan are included in Appendix 1.

Table 6: High-level programme of work for feasibility

Recommendation	Resource	Oct-Dec 22	Jan-Mar 23	Apr-Jun 23	Jul-Sep 23
Plan Socialisation	SCC (JAR)				
Doman Road Feasibility Study	SHBC SCC (RP/JAR) External Consultant (Eunomia)				
Doman Road Business Case Development	SCC (JAR/NWJ/RP)				
MVDC Feasibility Study	SCC (JAR/RP/TBC) SCC (L&P) MVDC (TBC)				
Trumps Farm Planning Application	SCC (JAR/RP) SCC (Procurement) External Consultant (Hedenc / TBC)				
Trumps Farm Business Case Development	SCC (JAR/RP/TBC) SCC (PMO / Finance / Procurement) External Consultant (TBC)				
Bulky Waste Treatment Feasibility Study	SCC (NWJ/JAR/RP)				
Mattresses Treatment Feasibility Study	SCC (NWJ/JAR/RP)				
Reuse Hub Concept Feasibility	SCC (NWJ/JAR/RP) External Consultant (TBC)				

7.2 Socialisation Plan

In order to delivery this Infrastructure Plan, a programme of socialisation is detailed in Table 7. This is prior to consultations associated with the specific recommendations.

Table 7: Proposed Consultation for the Infrastructure Plan

Provisional Dates	Audience	Format and Purpose
2nd November 2022	SEP Officers	<ul style="list-style-type: none"> Verbal – soft launch of the plan.
3rd November 2022	Rethinking Waste Board	<ul style="list-style-type: none"> Paper – draft plan shared for comment prior to session. Slides – walk through plan.
23rd November 2022	SEP Members	<ul style="list-style-type: none"> Verbal – soft launch of plan.
12th January 2023	Major Project Board	<ul style="list-style-type: none"> Summary Slides – walk through of plan.
TBC Feb 2023	Member Seminar	<ul style="list-style-type: none"> Summary Slides – walk through of plan.
TBC March 2023	Select Committee	<ul style="list-style-type: none"> Paper – draft plan shared for comment prior to session. Summary Slides – walk through of plan.
TBC Apr 2023	Cabinet	<ul style="list-style-type: none"> Paper – cabinet paper including approval request.

END

APPENDIX 1: INDICATIVE MRF DELIVERY TIMETABLE

PLANNING PHASE

Indicative planning programme

Activity	Month														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Develop the project															
Scope the project															
Consider Local Plan policy															
Identify objection topics															
2 Environmental Impact Assessment and Habitats Regulation Assessment															
Screening															
Scoping Opinion															
Data collection															
Assessment															
Reporting															
3 Pre-Application Consultation															
Planning Team															
Stat Consultees															
Stakeholders															
Communities															
Reporting															
4 Prepare Planning Application															
Planning Statement etc															
Document review															
Submit															
5 Environmental Permit															
Prepare EP															
Submit															

PROCUREMENT

Indicative procurement programme

Activity	Month															
	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
6 Selection Questionnaire																
Response Period																
Evaluation																
7 Invitation to Submit Detailed Solution																
Tender																
Evaluation																
Dialogue																
8 Invitation to Submit to Final Tender																
Tender																
Evaluation																
9 Preferred Bidder																
Assurance																
Contract Award																

CONSTRUCTION PHASE

Indicative Construction Programme

Activity	Month																													
	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60		
Construction																														
Pre-engineering																														
Construction																														
Commissioning																														
Acceptance																														
Availability Tests																														
Defects Liability Period																														

APPENDIX 2. FUTURE RESOURCE RECOMMENDATIONS (INTERNAL ONLY).

In order to achieve the outcomes of this plan and to deliver upon the recommendations, the recommended resourcing requirements are detailed in Table A2.

Table A2: Estimated resource requirements

Role	Responsibility
Waste and Circular Economy Strategy, Policy and Innovation Manager	<p>A role is required to lead on the execution of this Infrastructure Plan. It is proposed that this role would sit within the remit of a Head of Strategy and Policy, whose responsibilities in would include:</p> <ul style="list-style-type: none"> • leading infrastructure implementation. • leading on the development of policies and strategies that mitigate the impacts of policy/legislative changes (i.e., RWS). • leading on further improvement initiatives that support the goals of the service, which cannot be delivered by operations, inclusive of improvements under existing contracts and the management of social value deliverables within contracts • leading on our joint working initiatives with the SEP to drive positive behaviour change in relation to, which will be essential to the success of the implementation of projects included here. • Technical support to procurement programme
Policy and Innovation Delivery Programme Manager	<p>A role is required to ensure the work steams are implemented; this will include:</p> <ul style="list-style-type: none"> • Responsible for implementation of service changes and operational improvements • Responsible for managing the procurement programme • Responsible for delivering market testing and soft market testing in line with initiatives identified herein.
Policy, Strategy and data analytics officer	<p>A role is required to deliver the initiatives detailed here, responsibilities in relation to the delivery of the Infrastructure Plan are likely to include:</p> <ul style="list-style-type: none"> • Project management • Consultancy management • Delivery of re-procurement technical documentation • Waste specific technical input • Service design • Waste flow modelling •
Policy and Data Analytics Officer	<p>A role is required to provide the following support:</p> <ul style="list-style-type: none"> • Partnership liaison and engagement • Technical research and support • Exploration of further improvement projects • Market intelligence • Project documentation
External consultancy support	<p>External consultancy support is likely to be required in the following areas:</p> <ul style="list-style-type: none"> • Site layouts and designs (exc. TF MRF)

Role	Responsibility
	<ul style="list-style-type: none"> • Financial modelling /or reviews • Operational delivery models • Logistics modelling • Other