A photograph of a white styrofoam food container, a clear plastic bag, and a white plastic fork lying on a brown fabric surface. The container is partially open, and the plastic bag is crumpled next to it. The fork is lying in the foreground, partially inside the bag. The background is a textured brown fabric.

# **A Single-use Plastics Strategy for Surrey**



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## Foreword

The UK Government published its [25-Year Environment Plan](#) in January 2018, which includes a target of “achieving zero **avoidable plastic** waste by the end of 2042”. DEFRA’s new waste and resources strategy 2018/9 also sets out a number of plastic waste reduction reforms to help the Government achieve its ambitious plans for a greener future. These include proposals for further financial incentives to change consumer habits and greater responsibilities for retailers and manufacturers, such as handling the cost of treatment or disposal of their products at the end of their lifecycle and eco-friendly product design.

All of Surrey’s 12 local authorities\* understand the urgent need to tackle avoidable plastic waste and are dedicated to being part of the solution. This strategy outlines our commitment to working towards eliminating avoidable single-use plastics (SUP) in the county. It reflects our overarching ambition for Surrey residents to “*live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities*” which is captured in [our shared Community Vision For Surrey In 2030](#).

To achieve this a SUP Task Group, with representatives from all 12 local authorities, came together with the support of the Surrey Waste Partnership (SWP). Together we established a common vision of “supporting Surrey to become a SUP free county” and agreed joint policy objectives in October 2018. Subsequently we developed this strategy, which provides roadmaps to meet the objectives and an action plan with good practice activities enabling each authority to customise its approach.

This strategy will be governed by SWP, which includes representatives from all 12 of Surrey’s local authorities. SWP aims to manage Surrey’s waste (including SUP) in the most efficient, effective, economical and sustainable manner.

Taking this collaborative approach means we will have a greater impact on SUP reduction and as one of the first county partnerships to tackle the issue we hope to set a leading example for other local authorities.

Thanks to the drive and commitment of all involved, including council Members, Leaders and Officers we have created a far reaching agreement. Our strategy is a true partnership product, but we recognise we need to widen our reach to have the greatest impact.

The next step for us is working closely with our communities, businesses, schools, hospitals and beyond in order to implement our SUP objectives so as to enable Surrey residents, businesses and visitors to enjoy the long-term benefits these positive actions will bring.

Cllr Mike Goodman



Cllr Beryl Hunwicks



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\*Elmbridge Borough Council, Epsom & Ewell Borough Council, Guildford Borough Council, Mole Valley District Council, Reigate & Banstead Borough Council, Runnymede Borough Council, Spelthorne Borough Council, Surrey County Council, Surrey Heath Borough Council, Tandridge District Council, Waverley Borough Council, and Woking Borough Council

## 1. Introduction

During 2018 concern around the impact of SUP and plastic as a material in the wider environment has grown, in particular in the UK after the release of the [BBC's Blue Planet documentary series](#).

Although the benefits of plastic are undeniable, the global ability to cope with plastic waste is already overwhelmed. The programme revealed that only 9% of the nine billion tonnes of plastic the world has ever produced has been recycled. Therefore, unless action is taken to reduce the consumption of SUP and our addiction to its convenience, it will inevitably turn to a crisis.

SUP, often referred to as disposable plastics, are commonly used for packaging and are intended to be used only once before they are thrown away. They include, among other items, food packaging, bottles, straws, containers, cups, cutlery and grocery bags. SUP are also often described as being “avoidable” when a reusable or recyclable alternative could have been used instead.

In line with national policy, reducing SUP has become a priority for many local authorities across the UK and elsewhere. The target of “removing SUP from government estate by 2020” highlighted in DEFRA’s new Waste And Resources Strategy requires all local authorities to take action immediately in order to meet the given 2020 target.

Within Surrey, the 12 authorities have already brought their resources together to embrace a united approach to this matter. This is a significant opportunity for authorities to make a bigger impact and reduce the use of SUP through their roles as an employer, a service provider and as an advocate across the county. Therefore, each authority is committed to focus on what matters most in order to lead the change within their local area as well as tackling the problem collectively, consistently and comprehensively across the county.

This strategy is formed under four key themes:

Theme	Explanation
1. Getting our house in order 2. Working with our suppliers and contractors	<p>These themes focus on each council’s internal practices to control the use of SUP across their own estates and operations in line with the Government’s target of removing SUP from its estates by 2020.</p> <p>Each authority will take responsibility for implementing action plan activities and report back progress to SWP.</p>
3. Raising awareness across Surrey 4. Supporting Surrey to take action	<p>These themes are about extending our efforts across Surrey more widely. We want to influence and encourage our residents, visitors and employers to refuse SUP and consistently act responsibly “to prevent waste from occurring in the first place, and manage it better when it does”, which is one of DEFRA’s highlighted strategic principles.</p> <p>These activities will be managed by a lead officer from the SWP Task Group in order to establish a consistent approach to any infrastructure requirements.</p>

This strategy is long-term. The Five Year Action Plan (Appendix 1) provides a comprehensive list of necessary activities and good practice ideas around these themes to ensure a consistent approach.

Each authority will be responsible for delivering it reflecting their own local priorities and constraints. General progress, according to deadlines, will be reported on a quarterly basis.

## **1.1 The Challenges of SUP**

Plastic is undoubtedly one of the most useful inventions in recent history and has allowed us to increase our quality of life. However, the current volume of plastic waste means it has also now become a pressing environmental challenge.

Its low cost has encouraged the development of many SUP items:

- SUP are found in many products: medical supplies that cannot be reused for safety and hygiene reasons, cigarette filters containing plastic among other materials, chewing gums, disposable nappies, food packaging, vehicle tyres, balloons, cups, straws and many more.
- The types of polymers used to produce some items are currently hard to recycle so they often end up in residual waste. The numbers of SUP items are high; the UK Government estimates that every year 4.7 billion plastic straws, 316 million plastic stirrers and 1.8 billion plastic-stemmed cotton buds end up in landfill.
- Items used 'on-the-go' are the most often littered, creating an environmental pollutant and removing the possibility of managing their end of life effectively.
- When SUP items are not adequately captured and managed at their end of life, they represent a real threat to our ecosystems by degrading into tiny particles. Known as micro-plastics, they can contaminate the food chain at its base by being ingested by plankton.

There is a move in the industry, including potentially in future legislation, to review how waste is measured, shifting the focus away from weight- and towards impact-based measurement. DEFRA's new Waste And Resource Strategy outlines that using weight data as the basis for making policy, setting targets and monitoring progress can be misleading. Plastic in particular is an issue because it is lightweight but has a large environmental impact.

Therefore, the Government will develop new indicators and metrics to help better measure waste, which may lead to even more emphasis on the reduction of plastic waste in the future. At Surrey's 12 councils, this confirms the need to focus on SUP, when taken in the context of our ongoing accountabilities to improve services for all waste streams.

## **1.2 Legislation around SUP**

Increasingly, legislation in the UK, in Europe and internationally is being redefined to regulate the demand of SUP and its collection and processing in order to minimise environmental impact.

<b>United Kingdom</b>	<p>The Government has committed to eliminate all avoidable plastic waste by 2042 in its 25 Year Environment Plan. It builds on the success of the 5p charge on carrier bags introduced in 2015, which led to 9 billion fewer bags used per year in the UK. It includes:</p> <ul style="list-style-type: none"><li>- A ban on the sale of products containing microbeads, which came into effect in June 2018.</li></ul>
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- A ban on plastic stirrers, straws and cotton buds, which is currently being worked on to divert these items from ending up in landfills or waterways and seas.

Nonetheless, this is a very limited range of items when compared to the significant quantity of SUP items (plastic or composites of materials including plastics) that are used each day in the UK. DEFRA's new Waste And Resources Strategy (published in December 2018) details further actions and commitments for the coming years, such as:

- Invoking the polluter pays principle and Extended Producer Responsibility (EPR) for packaging, ensuring that producers pay the full costs of disposal for packaging they place on the market.
- Stimulating demand for recycled plastic by introducing a tax on plastic packaging with less than 30% recycled plastic.
- Setting minimum requirements through eco-design to encourage resource-efficient product design.
- Incentivising consumers to purchase sustainably, for example by consulting on extending and increasing the carrier bag charge.
- Providing consumers with better information on the sustainability of their purchases through better product labelling.
- Continuing the ban on the most problematic SUP products (where there is a clear case for it and alternatives exist) in a systematic approach.
- Addressing barriers to reuse, repair and remanufacture.
- Introducing a deposit return scheme (DRS) for single-use drinks containers, subject to consultation.
- Developing measures to reduce the environmental impacts of disposable cups.
- Producing consumer guidance for the recycling, resale, reuse and disposal of consumer internet-connected devices.
- Leading by example by procuring more sustainably and requiring all government bodies to remove consumer SUP products from government estate by 2020.

The Government's new planned actions are ambitious and will potentially result in drastic changes to the way waste management is currently handled by local authorities. The polluter pays principle in particular is expected to take financial burden away from taxpayers, which could benefit local authorities significantly. Surrey's 12 local authorities will respond to the Government's consultation to support this reform.

Finally, although not directly related to SUP, Her Majesty's Treasury will be consulting on its plans to require a minimum of 30% recycled content in plastic products. It is envisaged that this will increase demand for certain plastic products and polymers in recycling market.



<b>European Union</b>	<p>As part of the Circular Economy Package adopted in early 2018, the European Commission is working on a directive to influence the demand, usage and disposal of the top 10 most commonly littered SUP items found in seas. Notably, this includes:</p> <ul style="list-style-type: none"> <li>- Market restriction measures on cotton bud sticks, cutlery and plates, stirrers and straws as well as balloon sticks.</li> <li>- Banning measures on 'very lightweight' plastic bags, products made of oxo-degradable plastics and fast food containers made of expanded polystyrene.</li> <li>- Manufacturing requirements ensuring that plastic bottle manufacturers meet a 35% recycled content target by 2025, with restrictions on the sale of non-recycled content bottles into Europe.</li> <li>- Collection targets to be met by Member States to ensure that 90% of plastic bottles are collected and recycled by 2025.</li> <li>- Additionally, EPR is expected to be a key mechanism that will significantly affect how the waste and resources industry collects and processes these materials. Such systems are already in place in the UK for a number of items, such as cars, electronic waste, batteries and packaging items.</li> </ul> <p>The above is expected to be integrated into UK law after withdrawal from the EU in 2019.</p>
<b>Scotland</b>	<p>Scotland announced in January that it will match the EU in banning SUP by 2030, committing to making all plastic packaging recyclable or reusable.</p> <p>Scotland has funded an initiative, known as Action On Plastic Zero Waste Towns, with £500,000 to help communities reduce use of SUP. This is to help introduce water refill stations, replace takeaway containers with reusable ones and ensure that unavoidable SUP items are made from the same polymer to make recycling them easier.</p>
<b>Wales</b>	<p>The Welsh Government has two initiatives that are designed to help drive the country to become zero waste. Plastic waste is mentioned in both the Towards Zero Waste and Waste Prevention Programme documents but they are not specific to SUP, instead focusing on mixed recycling.</p>
<b>China's Operation National Sword</b>	<p>China's ban on contaminated loads of plastic coming from abroad has shrunk the reprocessing market significantly and caused the cost of plastic recycling to rise for councils.</p> <p>This issue is expected to continue as more countries follow China's example and emerging markets for plastics abroad become less reliable and safe. In Surrey, a small percentage of the plastic collected by some Boroughs is sent to non-EU facilities, but we also work with plastic reprocessors in the UK to make sure plastic waste is given a new life more locally.</p>

<b>Other English county councils</b>	<p>Plastic recycling is not uniform across England, as it is limited by the types of polymers local recycling facilities can process. The often-confusing message of what plastics can and can't be recycled must then be communicated effectively to residents, who must then put it into practice by putting the right plastics in the correct bins.</p> <p>The most widely recycled polymers taken by kerbside collections in the UK are PET (eg soft drinks bottles), HDPE (eg milk bottles) and PP (eg food tubs, trays, pots), with some councils offering additional services. Household Waste Recycling Centres (HWRCs) will normally accept a broader range of materials. For instance, few councils offer polystyrene recycling on kerbside collections, but polystyrene can be recycled at some HWRCs.</p> <p>In Surrey, not all district and borough councils accept the same types and formats of SUP.</p>
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### ***1.3 The New Plastic Economy and the UK Plastic Pact***

The Ellen MacArthur Foundation launched a global-scale action plan on plastic items as part of its New Plastic Economy initiative. It binds signatory members to take important steps towards addressing plastic waste by 2025. The four working areas are:

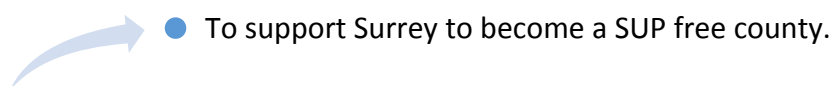
- Eliminate unnecessary and problematic SUP packaging through redesign and innovation,
- Ensure all plastic packaging is reusable, recyclable, or compostable,
- Increase the reuse, collection, and recycling of plastic packaging,
- Increase recycled content in plastic packaging.

In the UK, the WRAP ([Waste and Resources Action Programme](#)) UK Plastics Pact addresses the same four themes and was signed by 42 businesses that are estimated to be responsible for 80% of the plastic sold as packaging in the UK. It gathers a number of retailers and members of the hospitality sector who contribute to SUP waste and encourages them to take steps to increase the recyclability of their packaging or reduce plastics overall. Many of these companies operate in Surrey and/or place SUP in the county through their business activities.



## 2. Surrey Vision and Strategic Delivery Planning

### 2.1 Joint Vision



Surrey County Council is responsible for waste disposal while Surrey's 11 district and borough councils are responsible for waste collection in the county. Together the 12 councils want to influence the behaviour of their communities and employees to help them reduce SUP usage and reduce the volume of plastic waste produced.

This strategy marks Surrey's 12 local authorities' shared vision of "supporting Surrey to become a SUP free county".

### 2.2 SUP Joint Policy

Joint policy objectives were agreed in principal by SWP in October 2018. The SUP Task Group has worked to develop this strategy from these objectives and expand them, as below. The Five Year Action Plan includes the necessary activities required to meet the objectives as well as a range of good practice activities (appendix 1).

The table below illustrates how the objectives are linked to the strategy themes. The delivery of the strategy themes will be reliant upon successful meeting objectives, with this strategy establishing what Surrey's 12 councils must do to achieve this.

Theme	Joint Policy Objective (agreed in October 2018)
1. Getting our house in order	-End the sale and provision of SUP products in order to phase out their use across our own estates and operations (where there is a clear case for it and alternatives exist).
2. Working with our suppliers and contractors	-Ensure that our procurement policy and procedures require all of our suppliers to reduce and work towards zero avoidable SUP use (when applicable) in their service provision including at any events that take place. -Support greater awareness and action from our suppliers and contractors in finding sustainable SUP replacements wherever appropriate and encourage higher recycling rates across our estates.
3. Raising awareness across Surrey	-Share best practice, raise awareness and support our staff, Members, partners, communities, schools, businesses, hospitals and beyond towards making their own locations avoidable plastic-free zones.
4. Supporting Surrey to take action	-With the support of our partner authorities, innovate and encourage people in Surrey to reduce their SUP use, with a particular focus on busy public locations, and other areas where local authorities have control or influence.

## 2.3 Aims and Objectives

### 2.3.1 Getting our house in order

Objective 1: End the sale and provision of SUP products in order to phase out their use across our own estates and operations (where alternatives exist).

#### What we are already doing

We carried out SUP waste audits at three of our office sites: Spelthorne Borough Council in Staines-upon-Thames and Waverley Borough Council in Godalming and Surrey County Council in Kingston-upon-Thames.

This gave us a detailed picture of the SUP found at these premises and highlighted problem areas in an office environment. For instance, drinks bottles, food packaging, milk bottles, cleaning supplies, plastic bags, yogurt pots, cling film, drinks cups and stationery were the most common forms of SUP waste at these premises. We have grouped these items with some others in terms of how easy they are to eliminate (easy, moderate, hard) so that we can tackle them in priority order starting with easy items.

This categorisation was based on whether or not there were environmentally and financially efficient solutions currently available for alternative products and with this in mind we determined the timescales for each category.

EASY	MODERATE	HARD
drink bottles, drink cups, food takeaway boxes, cutlery, grocery bags, straws, stirrers, sauce sachets and tea bags with plastic wrappers.	hot drinks cups and lids, coffee capsules and stationery.	bin bags, food wrappers, yogurt pots, composite food packaging (eg chocolate boxes, biscuit trays, crisp bags, soup containers), milk bottles, cleaning supplies (eg washing-up fluid, other cleaning fluids and wet wipes), food packaging film and protective packaging for fragile items.

We have made considerable progress on the first stage of work to eliminate SUPs listed under the easy category. The large majority of the 12 councils have stopped providing plastic cups for water fountains and introduced a range of reusable or compostable products to replace non-recyclable single-use catering items. However, due to differing priorities, this exercise has not yet been completed by everyone although we are working towards achieving this objective by December 2019.

The latest round of measures includes the provision of reusable bottles, instead of daily bottled water, to Surrey's 600 firefighters. This saves approximately 29,515 plastic bottle per year.

A lead officer within our SUP Task Group will assess whether proposed replacements have a lower environmental impact. They will also research emerging industry trends and share findings and general good practice.

### **What we want to do next and why**

We want to end the sale and provision of SUP products across our estates and operations completely unless there is a justifiable reason for not being able to do so. We have started with easy and moderate items, however, we also need to focus on phasing out the provision of hard SUP items in line with the timeframe outlined within the Five Year Action Plan (Appendix 1).

We recognise that eliminating some of the hard SUP items (eg crisp packets, yogurt pots, sweet wrappers, washing-up fluid containers etc.) will be difficult without limiting choice because there are currently no alternative packaging options available. The Government's recently proposed reforms should play a key role in incentivising manufacturers to redesign their product packaging to address this and we will use our voice and influence wherever we can to support this.

According to our recent SUP waste audit results, the highest percentage of our SUP waste was actually externally sourced, where our staff purchased or obtained items while off site. These were then subsequently brought into the office and disposed of. This highlights the importance of raising awareness and staff engagement. To achieve this we plan to introduce various pledge initiatives, for example asking staff to refuse to purchase some SUP.

### **Mode of priority action**

- End domestic sale and provision of SUP items.
- Raise staff awareness.

## ***2.3.2 Working with our suppliers and contractors***

**Objective 2:** Ensure that our procurement policy and procedures require all of our suppliers to reduce and work towards zero avoidable SUP use (whenever applicable) in their service provision including at any events that take place.

**Objective 3:** Support greater awareness and action from our suppliers and contractors in finding sustainable SUP replacements wherever appropriate and encourage higher recycling rates across our estates.

### **What we are already doing**

Working towards zero internally sourced SUP is an important milestone in achieving our long-term objective of becoming a SUP-free county. A key way of doing this is to introduce procurement policies that limit the purchase of SUP.

An approach piloted by Surrey County Council involves adding an Environmental Standards section to the Supplier Code of Conduct Procurement Policy with a specific reference to SUP reduction for new suppliers and contractors. The Social Value Procurement Charter has also been revised and now includes a financial proxy for the reduction in SUP which could have an influence over the outcome of the award of contract following a tender process.

### What we want to do next and why

We want to work with the Surrey Procurement Group, which is a collective, Surrey-wide procurement partnership, to roll out further the implementation of the SUP reduction criteria. The first step identified is that each authority needs to formally approve this strategy document and publish it on its own website in order to support and act as a driver for any variations to each authority's procurement policy. Once this is accomplished by each authority, the joint SUP objectives also need to be brought into other key organisational policies and plans to ensure broader buy-in for successful implementation.

This approach is in line with the Government's proposed measures in trying to achieve SUP elimination at procurement stage. As explained in the new Waste And Resources Strategy, the Government wants to enable sustainability to be considered and balanced against cost at the heart of procurement policy across the public sector.

The Government also announced its intention to extend the requirements of the 2012 Social Value Act to ensure that all major procurement explicitly evaluates social value where appropriate, rather than just consider it. Other proposed measures require all government departments to report on the social value impact of major new procurements and train relevant staff in how to take into account social value and procure from social enterprises, which we hope are enabled quickly.

We also want to support greater awareness and action in finding sustainable replacements for SUP items wherever appropriate and encourage higher recycling rates across our estates and at licensed events.

Although the primary objective of SUP policy is to reduce the amount of plastic waste generated in the first place, on occasions where this is not possible (eg where SUP is purchased outside and brought into our buildings) we want to increase recycling of SUP and any replacement products. Therefore, another area of focus will be on increasing recycling of SUP when it cannot be avoided. See appendix 1 for a range of actions proposed to achieve this goal.

#### Mode of priority action

- Embed our SUP objectives within our procurement policies.
- Make recycling easy.

### ***2.3.3 Raising awareness across Surrey***

**Objective 4:** Share best practice, raise awareness and support our staff, members, partners, communities, schools, businesses, hospitals and beyond towards making their own locations avoidable plastic-free zones.

#### What we are already doing

We know that communication is vital to influencing and changing the habits and behaviour of people living and working in the county. We are working with other organisations and are compiling a list of local and national plastic-free initiatives and organisations to share learnings on SUP reduction practices.

We are also involving schools and are working with education teams to ensure this strategy is part of the 2019 Surrey Conference for Schools agenda. A number of awareness-raising activities have been



rolled out to Surrey schools within the last six months, including speakers at school assemblies and poster campaigns.

We support the Eco-Schools programme and are encouraging Surrey schools to participate. This international awards programme guides schools on their sustainable journey, providing a framework to help embed sustainable principles into the heart of school life. We are working towards increased emphasis on SUP reduction within this programme. We are also promoting the Wastebuster online schools programme, which includes activities and competitions to promote the reduction of SUP, to primary schools.

We have established links with Surrey Chamber of Commerce and Surrey CC & Buckinghamshire CC Trading Standards in order to engage with local businesses and share best practice more effectively in the near future.

### **What we want to do next and why**

We want to improve communication with residents and local businesses, increasing awareness and encouraging positive behaviour change to reduce the use of SUP and implement better recycling practices.

Depending on funding and resource available, a countywide communications campaign may take place or the partnership may work to ensure that each authority's local campaigns and communications are accurate and consistent.

Each authority will also continue to use their existing communications channels to emphasise the importance of protecting our urban environments, rural environments and waterways in Surrey and to support and promote plastic-free initiatives, awareness-raising campaigns and actions for reducing plastic waste at a wider level.

Finally, we want to explore how Surrey schools, businesses, hospitals and communities can be supported effectively to become SUP-free. We also want to support communities and litter-pick initiatives to ensure our parks, riversides and open spaces are free from plastic litter.

### **Mode of priority action**

- Explore options to successfully communicate about the harm caused by SUP usage and to encourage consumer behaviour change by linking to awareness events and information.
- Find effective ways of supporting Surrey schools, businesses, hospitals and communities to become SUP-free and help them make improvements in line with the Government's targets.

## **2.3.4 Support Surrey to take action**

**Objective 5:** With the support of our partner authorities, innovate and encourage people in Surrey to reduce their SUP use, with a particular focus on busy public locations, and other areas where local authorities have control or influence.

### **What we are already doing**

We are taking steps to give Surrey a voice in all national debates on SUP currently taking place at national and international level. We are participating in DEFRA's consultation on Single Use Carrier Bags: Extending And Increasing The Charge and we are lobbying the Government for implementation of "EPR for Packaging" reform as quickly as possible.

### What we want to do next and why

We want to work with partners in joint ventures and innovative projects for reducing SUP waste, for example water fountains and refill schemes and DRS's.

Where we can we want to use government legislation and initiatives that regulate the supply, collection and treatment of SUP. For example, the Government published plans for several reforms within its new Waste And Resource Strategy to tackle avoidable plastic waste, including the polluter pays principle; taxation on plastic packaging with less than 30% recycled plastic; better product labelling; extending product lifetimes through warranties and disclosure and improving product design.

To help with Surrey's 12 local authorities' efforts, we will continually review the Government's progress in launching these reforms. We will follow up any legislative adjustments and support their application through Surrey County Council's Trading Standards teams.

### Mode of priority action

- Launch local refill schemes (covering all Surrey districts and boroughs), developing refill stations across Surrey and involving businesses in the national [Refill campaign](#). Evaluate the costs and practicalities of putting water stations in public areas and speak to water supply companies to see if they can provide support.
- Encourage and support the roll-out of DRS's across Surrey and seek government incentives or initiatives to help authorities develop them.
- Map links to local businesses to identify external sources of SUP and encourage them (in particular high-street retailers) to reduce SUP use across Surrey.

## 3. Next steps

### ***3.1 Summary of Five Year Action Plan***

The Five Year Action Plan (Appendix 1) includes activities to help Surrey's 12 local authorities work towards the objectives of this strategy.

Authorities have been at differing stages of progress up to this point due to varying priorities and resourcing issues, so it is recognised that the implementation of all actions within the plan may not be feasible for all. To address this issue we have identified 'nice-to-have' activities, which have been classified as "good practice" with timeframes left open within the plan.

Although we encourage all authorities to implement these good practices activities as much as they practicably can, we recommend that all authorities initially focus on activities classified as "monitor and control", "operational effectiveness", and "engagement". However, this will be down to each organisation to assess and take as many actions as they practically can in order to meet the defined priority areas.

The action plan also specifies how long activities are expected to take, grouping them into short (one year), medium (three years) or long term (five years). Despite our full commitment, we will be reliant on future developments in the industry to achieve some of our long term actions to meet national requirements.

### 3.2 Reporting and Review

SWP (and the Joint Committee that is due to replace it) will seek to pool resources and identify funding to ensure the successful delivery of this strategy. It will also support and guide the SUP Task Group throughout the timeframe of this strategy. The group will discuss any key issues or decision-making requirements with Senior Officers initially, refining and improving the action plan before reporting progress to Members on a quarterly basis.

The SUP Task Group will meet every 8 to 10 weeks to review progress to date within each authority and will set up a knowledge sharing platform.

While each authority is accountable for implementing theme 1 and 2 actions within their own organisations, joint work will also be needed to deliver countywide objectives relating to strategy themes 3 and 4.

A nominated lead will set up a sub-working group for delivery of joint work-streams. The operation of the groups will be determined by the nominated lead and the selected group members moving forward and they will feed back their progress to the SUP Task Group's quarterly meetings. If the lead for the sub-group identifies that further involvement from each authority is required, such as inclusion of relevant officers who are responsible for any particular area of work, this will be organised and accommodated by each SUP Task Group officer on behalf of their local authority.

#### Demonstration of SUP Task Group work-streams and the sub-group councils

