

**A Better Place  
to Live**

**Commitment 6**

Enhanced environment  
through social, cultural  
and economic activities

# Waste Management Strategy 2021-2031



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## Foreword

It is with great pleasure that I am able to present a Waste Strategy and Action Plan for South Ayrshire that will set out our course over the next 10 years.

The last decade has witnessed significant challenges with the introduction of Scotland's Zero Waste Plan 2010 and the Waste (Scotland) Regulations 2012. There are a number of key challenges for South Ayrshire during the lifetime of this strategy not least being the 2025 ban on biodegradable waste to landfill and meeting the 70% target for household recycling. In order to meet all the legislative challenges and work towards a zero waste society South Ayrshire Council needs to lead by example which means every Council service and employee needs to be aware of how we manage our waste and resources to understand and meet the challenges we face.

We all have an individual responsibility to minimise the resources we use on a daily basis as we go about our lives. It has been well publicised that over use and over production of food and natural resources has had a significant impact on climate change globally. This can be seen in the amount of waste we produce therefore we need to work together with our businesses and communities to prevent and minimise how we use and manufacture resources as we all have a responsibility to minimise the impact we have on the planet for future generations.

Finally I would like to take this opportunity thank all waste management employees for their application and dedication over the past year. Since Covid 19 impacted our society in 2020 the employees within the service have adapted to new working practices and mitigations that were put in place around safety. The service as a whole has been delivered seamlessly throughout the period with virtually no impact on household refuse and recycling collections which has been achieved through the dedication of our frontline employees with the support of the back office team.



**Ian Cochrane**

**Environment Portfolio Holder**

**South Ayrshire Council**

## 1.0 Introduction

The Waste Management sector within the United Kingdom has been evolving rapidly over the past decade. This is due to a number of factors such as market demand in relation to recycle, reprocessing and legislative requirements, notwithstanding the financial constraints local authorities face whilst having a legislative responsibility for the collection, disposal and reprocessing of household waste.

The Council has a statutory duty under the Environmental Protection Act 1990 to arrange for the collection and disposal of household waste and, where requested, to arrange for the collection and disposal of commercial and industrial waste.

The purpose of this Waste Strategy and associated Action Plan is to;

- Set policies and actions to meet the requirements as set out in the Environmental Protection Act (1990) and Scotland's Zero Waste Plan 2010 and align to the national Circular Economy Strategy "Making Things Last" (February 2016).
- Establish how to meet the ban on biodegradable waste to landfill in January 2025 as set out in the Waste (Scotland) Regulations 2012 (deadline originally set by the Scottish Government as January 2021, but subsequently amended by the Waste (Miscellaneous Amendments) (Scotland) Regulations 2020).
- Build on the success of the Household Recycling Charter compliant service.
- Meet the objectives set out in the Climate Change (Scotland) Act 2009 and the subsequent 2019/20 programme for government.

Since 2010 South Ayrshire has been following the strategic objectives set out at a national level as part of Scotland's Zero Waste Plan and the Waste (Scotland) Regulations 2012.

The following sections will give an update on the strategic changes made since 2010, reviewing initiative outcomes. The strategy also provides a summary of relevant international, national, and local-level policies & objectives, to enable an understanding of how this may have impacted the provision of South Ayrshire Councils (SAC's) waste services. It also considers the Council's own waste policies and objectives and assesses how the Council is performing against these.

The main themes addressed in this strategy are:

1. Waste Reduction & Prevention
2. Infrastructure and Development
3. Commercialisation and the Circular Economy
4. Enhanced Environment
5. Engaging and communicating with householders and other stakeholders

The key aim of this strategy is to identify how each waste service is reflective of the national and local strategic objectives, to identify any gaps and areas of improvement which meet the purpose of this strategy and to provide a direction of travel for our waste services over the next 10 years.

## **2.0 Executive Summary**

This is the first South Ayrshire Waste Strategy to be produced in more than a decade. The requirement to meet new and ever changing legislative targets within the waste sector identified the need for a comprehensive strategy to meet the challenges and requirements of the Waste (Scotland) Regulations 2012, Scotland's Zero Waste Plan 2010 and the Scottish Governments Programme for Government 2019.

South Ayrshire currently sit 5<sup>th</sup> in the best performing councils for recycling with a rate of 57.7% for 2019 which is above the Scottish average of 44.8%. The successful introduction of the Household Charter compliant system in 2018/19 saw a significant increase of 5.1% in recycling which has contributed to the overall rate.

Street cleansing however has saw a decline in percentage streets clean score over the past 3 years from 94.4% to 84.1% is below the Scottish average of 92.5%. This has resulted in the Council ranking 31<sup>st</sup> out of 32 local authorities for 2019. The main reason for the decline in performance is the number of new housing developments coming on line during that period diverting resources, combined with the implementation of a new shift pattern within the service. This has now been recognised by the Council as a specific area for investment to improve performance, with the approval of 7 new posts within Waste Management in March 2020.

## **2.1 Scope**

The strategy covers all aspects of waste management and street cleansing and sets out its objectives and actions to meet the Councils six strategic commitments whilst working towards to a zero waste society over the next 10 years. The strategy will look to address waste generation and arisings holistically, including all waste generated by the Council and working with commercial businesses.

The strategy will be utilised as the guiding principle moving forward to:

- Ensure the Council is best placed to meet targets set by the Scottish Government
- Manage and control waste streams to benefit the Council and wider public
- Maximise commercial and economic opportunities
- Ensure long term planning for any new legislative requirements
- Identify future resource implications within the Waste Management service
- Plan and manage infrastructure

The accompanying action plan sets out the actions required to meet the Councils requirements, vision and aspirations building a modern and vibrant Waste Management service that meets both the Councils, national and international objectives through the lifetime of the strategy.

A collaborative approach will be required to fulfil and deliver the goals set out over the next 10 years. This will include working with communities, partner organisations, the private sector, the Scottish Government and all services within the Council.



## **2.2 Main Strategy Themes**

A number of policy objectives have been set out in relation to the five main themes set out in the introduction and will be utilised to set the strategic direction.

### **Waste Reduction and Prevention**

1. Lead on waste minimisation and the use of single use plastics within the South Ayrshire community.
2. Work with the Scottish Government and partner organisations such as Zero Waste Scotland to reduce the volume of waste created across South Ayrshire.

### **Infrastructure and Development**

1. Ensure infrastructure requirements are identified and realised to meet the long term needs of the Council.
2. Develop systems to maximise the capture of recycling and individual resource streams, capitalising on the quality of material recovered to ensure maximum value.
3. Engage with digital and technological developments to improve service delivery and work towards zero waste in South Ayrshire.

### **Commercialisation and the Circular Economy**

1. Maximise the economic benefit from our resources and the circular economy by ensuring waste is reused, recycled and composted.
2. Maximise the economic benefit from the Council procurement process
3. Encourage innovation and investment on circular economy whilst exploring commercial opportunities.

### **Enhanced Environment**

1. Maximise resources to reduce the impact of on-street litter and detritus and increase the profile of South Ayrshire.
2. Work towards net zero carbon through innovation by minimising the environmental impact of Councils waste management service.
3. Minimise overall residual (non-recyclable) waste arisings generated and requiring treatment or landfill.
4. Maximise opportunities for the treatment of residual waste in line with the ban on biodegradable waste to landfill.

### **Communication and Engagement**

1. The Council will engage with its communities in the delivery of the objectives from this strategy.
2. Maximise communication opportunities through conventional and digital platforms to inform and promote zero waste and encourage behaviour change.

## 2.3 Legislative Targets and Timescales

Section 4 of the strategy outlines the key policy and legislative drivers with related key performance indicators. It covers both global and national drivers for the waste industry and sets out the background into some of these requirements. The main national targets are:

- 70% recycling and composting (all waste) by 2025
- Maximum 5% of waste to landfill by 2025
- 15% waste reduction by 2025 (against 2011 levels)
- 33% food waste reduction by 2025 (against 2013 level)

## 3.0 Background

The Council's Waste Management section is part of Neighbourhood Services which is split into three service areas;

- Waste Management,
- Grounds Maintenance and Bereavement,
- Sustainability and Fleet

The Waste Management service is responsible for South Ayrshire's household waste and recycling collections and street cleansing operations. Current staffing arrangements and structure is outlined in appendix 1.

This strategy is the first high level strategic framework for the management of waste in South Ayrshire and builds on a decade of delivering successful strategic initiatives to meet the Council's national waste obligations. These are further detailed in appendix 2.

### Strategic Operating Model - Household Recycling Charter for Scotland

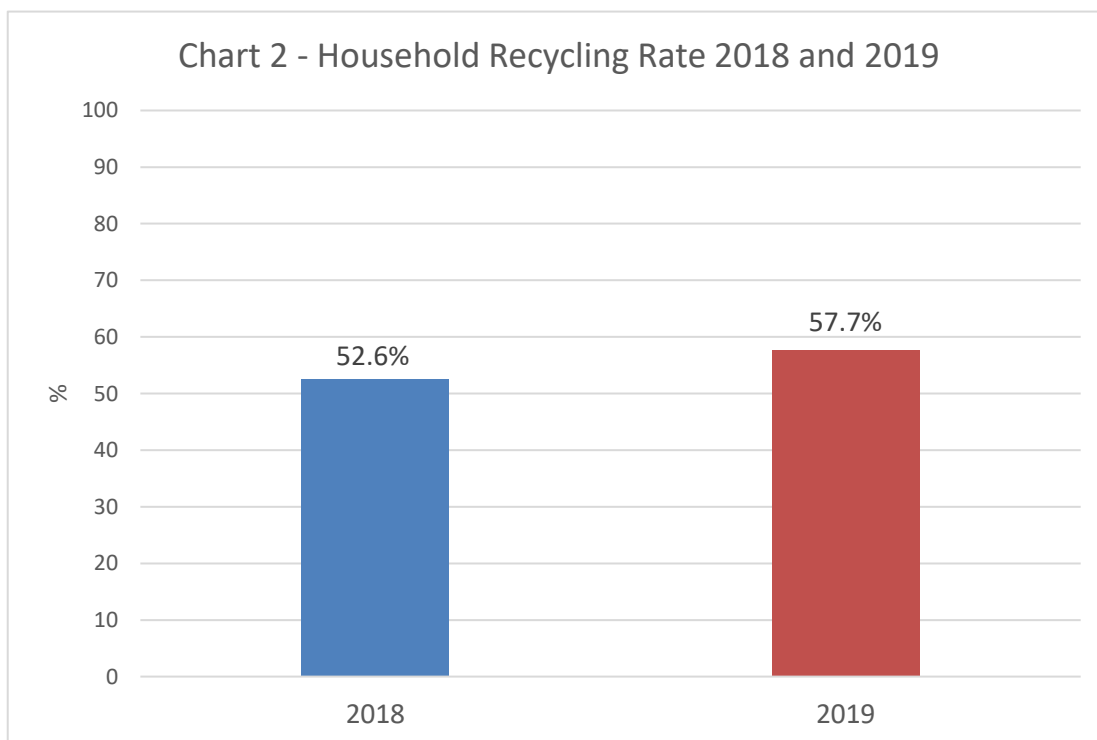
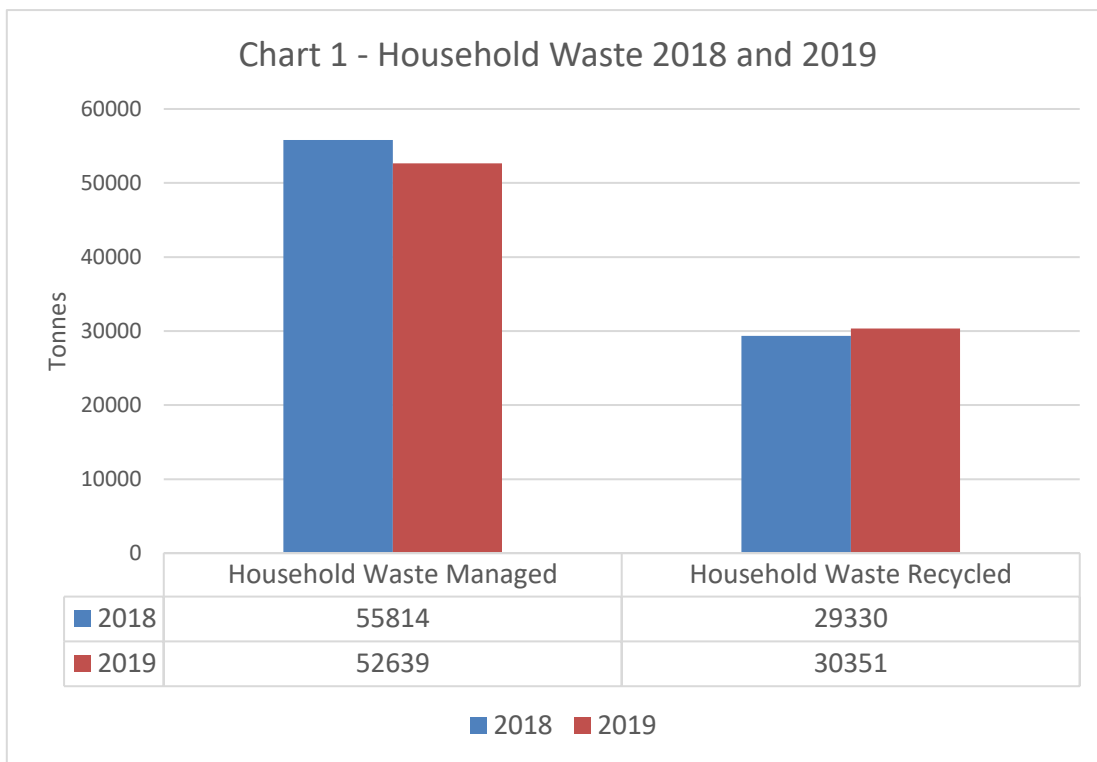
The Scottish Government and the Convention of Scottish Local Authorities (CoSLA) agreed on a Household Recycling Charter for Scotland which South Ayrshire Council signed up to on 5<sup>th</sup> December 2016. The charter is interrelated with the Code of Practice for Household Recycling in Scotland and aims to achieve a more consistent approach to how all local authorities recycle across Scotland.

The Charter and Code of Practice are also associated with the Circular Economy Strategy for Scotland (2016) which aims for "*recycling to be routine in every business and household*" with "*every household having access to a food waste service*"

The Circular Economy Strategy also identifies that everyone must work to return a higher quality and value of recycling whilst increasing recycling rates and minimising contamination across Scotland.

By signing up to the Charter South Ayrshire was able to work with Zero Waste Scotland to develop a transitional plan with the Strategic Operating Model being approved by Council on 31 October 2017. This resulted in the introduction of a 6-bin domestic waste system which, based on the previous co-mingled model, has realised a £652,000 saving for the Council.

Charts 1 and 2, show the first full year tonnages with a reduction in waste arisings of 2,617 tonnes (4.14%), reduction in residual (general) waste by 3,376 tonnes (11.61%) and an increase in recycling from 52.6% of 5.1%.





## **4.0 Identification of key policy drivers and related key performance indicators for waste service**

### **4.1 Global Policy Drivers**

Globally, the United Nations has set a series of Sustainable Development Goals (SDG's) that are part of an internationally agreed performance framework, with countries aiming to achieve these goals by 2030. They address global challenges related to poverty, inequality, environmental degradation, prosperity, peace, and justice.

Some of the main goals that can be related to waste management include:

- Affordable and clean energy (SDG 7);
- Decent Work and Economic Growth (SDG 8)
- Sustainable Cities and Communities (SDG 11)
- Responsible consumption & production (SDG 12)
- Climate Action (SDG 13)
- Life on Land (SDG 15)

Appendix 3 identifies the SDG's with targets associated to Waste Management.

### **4.2 Waste Management Legislation**

The majority of the current UK environmental legislation related to waste management is derived from EU directives and policies including the waste framework directive, landfill directive, hazardous waste directive, EU emissions trading scheme, The Paris Agreement to reduce greenhouse gas emissions and single use plastics.

The Environmental Protection Act 1990 (Section 45) places a duty on collection authorities (local authorities in Scotland) to arrange for a household waste (controlled waste) collection from domestic properties within its area. The Act also empowers collection authorities to make suitable arrangements for the uplift of domestic waste including size/type/colour of bins, the materials to be placed inside, the siting of the bins for collection and the frequency of servicing.

It is necessary to understand the legislative requirements of waste and recycling collections before making any significant changes to any current arrangements to ensure compliance. This will ensure that the Council does not risk reputational damage and that the householder receives the level of service that they are legally entitled to.

The Environmental Protection Act 1990 sets out the duties and responsibilities of both the local authorities to collect and manage municipal waste and the householder duty to comply with storage and collection arrangements. There are different levels of powers for local authorities in Scotland to deal with non-compliant householders compared to some other countries within the U.K, and ultimately continual offenders being reported to the Procurator Fiscal for contaminating recycling containers is widely recognised as being inappropriate, often leaving the local authority powerless to properly tackle these offenders.

The Scottish Government has developed a range of legislation, strategies, policies and guidance that aim to tackle the Nation's waste issues such as plastic pollution, resource consumption, and climate change.

This includes Scotland's Zero Waste Plan 2010; Making things last: a circular economy strategy for Scotland 2016, Producer Responsibility Obligations, Scottish Government.

Food Waste Reduction Plan 2019; Scottish Government Climate Change Plan (2018-2032), National Litter strategy: Towards a litter free Scotland 2016; Code of practice on litter and refuse 2018; Scottish Government Policy on managing waste <https://www.gov.scot/policies/managing-waste/>

The Waste (Scotland) Regulations 2012 set out a number of provisions which help Scotland move toward the objectives and targets set out in the Scotland's Zero Waste Plan. These provisions include a ban on biodegradable municipal waste going to landfill from the 1 January 2025 which is implemented by amending the Landfill (Scotland) Regulations 2003.

A review of the waste service for SAC and associated policy drivers identifies a range of key performance indicators (KPI's). Some of these KPI's have national targets associated with these e.g. recycling rates others are more qualitative and targets can be identified through review and consultation. The service manages and monitors a range of key performance indicators (KPIs) to ensure the delivery of our legislative requirements and to meet the relevant waste policies at a national and local level.

The Scottish Government Zero Waste Plan is committed to developing a waste prevention plan aimed at reducing the amount of waste produced and encouraging re-use wherever possible.

## SUMMARY OF LEGISLATION AND POLICY DRIVERS AND ASSOCIATED KPI'S

### Domestic Waste Collections

#### Policy & Strategies:

- Scottish Government by 2025;
  - 70% recycling, composting and re-use of household waste.
  - Ban on all municipal waste going to landfill
  - Less than 5% of all waste to landfill
  - 33% reduction in food waste
- United Nations Sustainable Development Goals;
  - "Good Health & Wellbeing"
  - "Responsible Consumption & Production"

#### KPI's:

- Recycling, landfill and food waste rates
- Waste diverted from landfill
- Waste collection/disposal costs
- Waste sort contamination rates in residual and recycling streams
- Overall reduction in household waste generation year on year
- Measured levels of potential health risks e.g. bio aerosols



### Commercial Waste

#### Policy & Strategies:

- Scottish Government by 2025;
  - 70% recycling and re-use of construction and demolition waste
  - 70% recycling, composting or re-use of all waste
- Scotland's Deposit Return Scheme;
  - More drinks containers in commercial waste stream

#### KPI's:

- Waste collection & disposal costs
- Quantities of waste prevented or re-used
- Business service reports
- Recycling rate of drinks containers (before & after implementation)



### Education & Enforcement

#### Policy & Strategies:

- United Nations Sustainable Development Goals;
  - "Responsible Consumption & Production"
  - "Quality Education"
- Scottish Zero Waste Plan & Waste Hierarchy;
  - Prioritize waste prevention and reuse
- South Ayrshire Council;
  - Sustainable Development & Climate Change Strategy

#### KPI's:

- Education and promotion of waste hierarchy, circular economy, recycling to householders and businesses
- Household survey – identify satisfaction scores; recurrent problems & complaints volume; issues deemed to be important to the public
- Enforcement measures – rates of use
- Promote Green Champions network within waste service
- Promote the removal of single use materials



### Household Waste Recycling Centres

#### Policy & Strategies:

- Scottish Government by 2025;
  - Ban on all municipal waste going to landfill
  - Less than 5% of all waste to landfill
- Scottish Zero Waste Plan & Waste Hierarchy;
  - Prioritize waste prevention and reuse

#### KPI's:

- Waste sent to landfill
- Waste diverted from landfill
- Waste recycled
- Waste re-used



### Litter Management

#### Policy & Strategies:

- United Nations Sustainable Development Goals;
  - "Industry, Innovation & Infrastructure"
  - "Life below water"
  - "Life on land"

#### KPI's:

- LEAMS/COPLAR grades
- Levels of potential risks, e.g. toxic chemicals, sharps, needles
- Complaints
- Reduce marine pollution through beach clean
- Street cleansing cost
- Savings from preventative measures (tracked over time)



### General

#### Policy & Strategies:

- United Nations Sustainable Development Goals;
  - "Affordable & Clean Energy"
  - "Decent Work & Economic Growth"
  - "Industry, Innovation & Infrastructure"
- South Ayrshire Council;
  - Council Plan 2012-2022
  - Sustainable Development and Climate Change Strategy

#### KPI's:

- Divert residual waste that cannot be recycled to energy from waste facility.
- Provide local solutions for waste management and employ local staff where possible
- Promote circular economy
- Infrastructure development to be sustainable and resilient.
- Sustainable procurement for contracts.
- Reduce emissions for Council fleet.
- Work towards a paperless office
- Enhance and protect biodiversity at council sites



Local authorities are required to comply with a wide range of waste and recycling legislation. Like businesses, local authorities have a Duty of Care to handle waste responsibly.

Councils should follow the waste hierarchy (Figure 1) and as such, should prioritise waste prevention & re-use when dealing with waste.

Figure 1: Scottish Government Guidance on applying the Waste Hierarchy



A household waste recycling charter and code of practice has been adopted by local government in Scotland. This code of practice sets out the basis for a consistent approach to the provision of recycling services.

The household recycling charter sets out 21 commitments from local government that will achieve the following outcomes;

- To improve our household waste and recycling services to maximize the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavor that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and re-use service to ensure they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.



## 5.0 Strategic Objectives (South Ayrshire Council)

The South Ayrshire Council Plan 2018-2022 (mid-term refresh) sets out the Council's vision with a focus on Our People, Our Place and details the high level strategic objectives and outcomes.



The strategy links directly with Commitment 6 – A Better Place to Live, however all outcomes identified in this report are aligned to the overarching strategic council objectives where specific actions have been identified as directly relating to the Waste Management service:

- 6.1e Deliver contracts which better support sustainability and an improved environment in South Ayrshire
- 6.1i Develop and implement waste strategy that increases recycling and identifies a long-term solution for Household Waste Recycling Centres and for residual waste in terms of the ban on Biodegradable Waste to Landfill in 2025

### South Ayrshire Council Sustainable Development and Climate Change Strategy

South Ayrshire Council has created a wide range of strategic objectives & sustainable development outcomes that link back to International & National objectives through the "South Ayrshire Council Sustainable Development and Climate Change Strategy" <https://www.south-ayrshire.gov.uk/sustainable-development/energy/sac-climate-change.aspx>.

The strategy has three themes:

- Sustainable Council: Reducing the corporate greenhouse gas emissions and improving the wider environment;
- Sustainable Environment: Protecting and enhancing the environment while improving the health, wellbeing and livelihoods of local communities
- Sustainable Communities: Supporting local communities to limit greenhouse gas emissions adapt to climate change impacts and improve the local environment.

Strategic objectives relating to the waste management service are summarised in table 1.

**Table 1 - Strategic objectives**

<b>Strategic Objectives</b>	<b>Activities</b>
<b>Outcome 1.1</b> Council corporate emissions are reduced	Reduce emissions in council vehicle fleet; reduce waste generated by council buildings: increase recycling & reuse; Green Champions network to engage staff with waste reduction & consumption habits; further training
<b>Outcome 1.2</b> South Ayrshire Council procurement supports sustainable development and sustainable resource use outcomes:	Promote local economic development and circular economy; remove as many single-use plastics as possible; work towards a paperless office approach; procurement/waste strategy
<b>Outcome 1.3</b> Climate change duties (mitigation and adaptation) are embedded in service delivery and partnership working	Climate change is a guiding principle in all councils' strategies and plans
<b>Outcome 3.2</b> Council plans and strategies that support communities to live more sustainably, reduce carbon emissions and adapt to a changing climate	Support recycling through effective waste management services by householders & businesses; work with & communities to reduce use of single-use plastics

In October 2020 the Council approved a climate change policy and within that agreed to formally adopt the national targets of reducing our emissions by 75% by 2030 with net zero emissions by 2045 (against the 2014/15 baseline).

In line with this commitment the service will receive its first carbon budget in April 2021 with a view to reducing emissions. The service is also responsible for the Councils first carbon neutral building at its depot in Bridge Street, Girvan where works will commence in late 2021.

## **6.0 Waste Management 2021**

The Waste Management section is responsible for South Ayrshires household waste and recycling collections and street cleansing operations and covers a wide range of service provision as follows:

- Household Residual (general) Waste Collections
- Household Recycling (including garden and food waste)
- Commercial Waste and Recycling
- Special/Bulky Uplifts
- Household Waste Recycling Centre's
- Litter Management and Mechanical Sweeping
- Enforcement
- Beach Management
- Waste Aware & Education (including assisted collections)
- Abandoned Vehicle Management

## 7.0 Current Performance

A range of Key Performance Indicators (KPI's) are being used to monitor the effectiveness of the waste service.

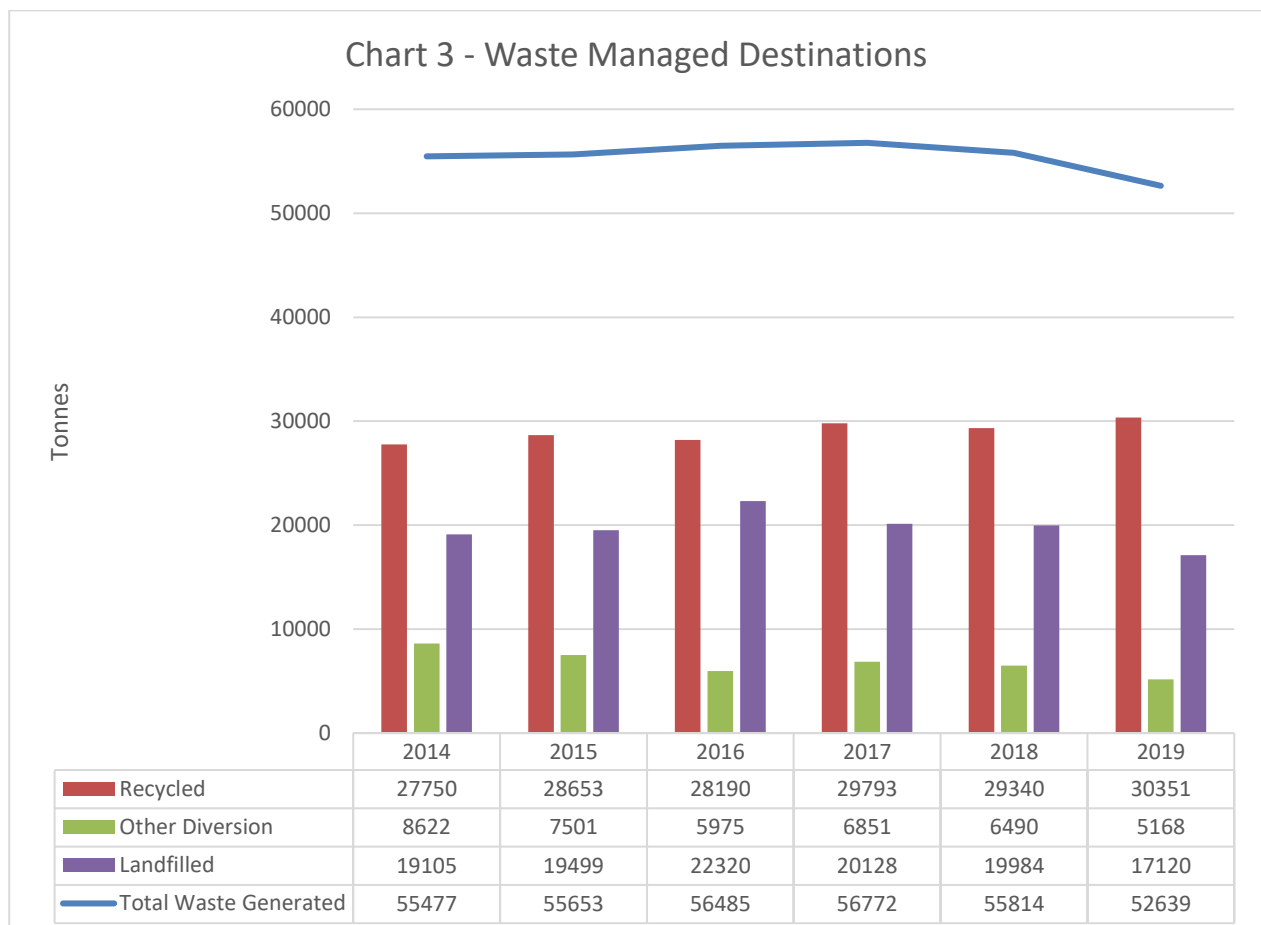
The KPIs for waste management are in accordance with those identified in the Scottish Government guidance:

- 60% recycling and/or composting and preparing for re-use of waste from households by 2020
- No more than 5% of all waste to go to landfill by 2025
- Overall reduction in household waste generation year on year
- Net Zero greenhouse gas emissions by 2045 (Climate Change (Emissions Reduction Targets) (Scotland) Act 2019)

The Council has failed to meet the 60% target within the timescale. This is as a consequence of a change in how SEPA calculate household recycling. This change saw the recycling rate for 2017/18 adjusted from 55.2% to 52.5% which had a knock on effect in meeting the target within the allotted timescale.

Chart 3 below identifies the waste and recycling trends from 2014 to date in relation to our reporting figures and shows;

- The rate of recycling increasing by 2,601 tonnes (7.7%) between 2014 and 2019 to 57.7%.
- Landfilled waste has decreased by 1,985 tonnes (1.9%) in 2019 compared to 2014
- Waste generation has decreased by 3,846 tonnes since 2016





The Council currently ranks 5<sup>th</sup> highest out of 32 local authorities for household recycling as reported in the Local Government Benchmarking Framework.

Over the past 5 years litter operatives have increasingly been used to supplement the refuse collection service due to growing number of new households requiring collections, less flexibility with staff numbers split between shifts and the introduction of Household Recycling Charter compliant operating model.

Due to this Waste Management has seen a significant reduction in our street cleanliness index (LEAMS) as shown in chart 4. This has resulted in the Council ranking 31<sup>st</sup> out of 32 local authorities with regards to our street cleansing score.

**Chart 4 – Street Cleanliness Index Score**

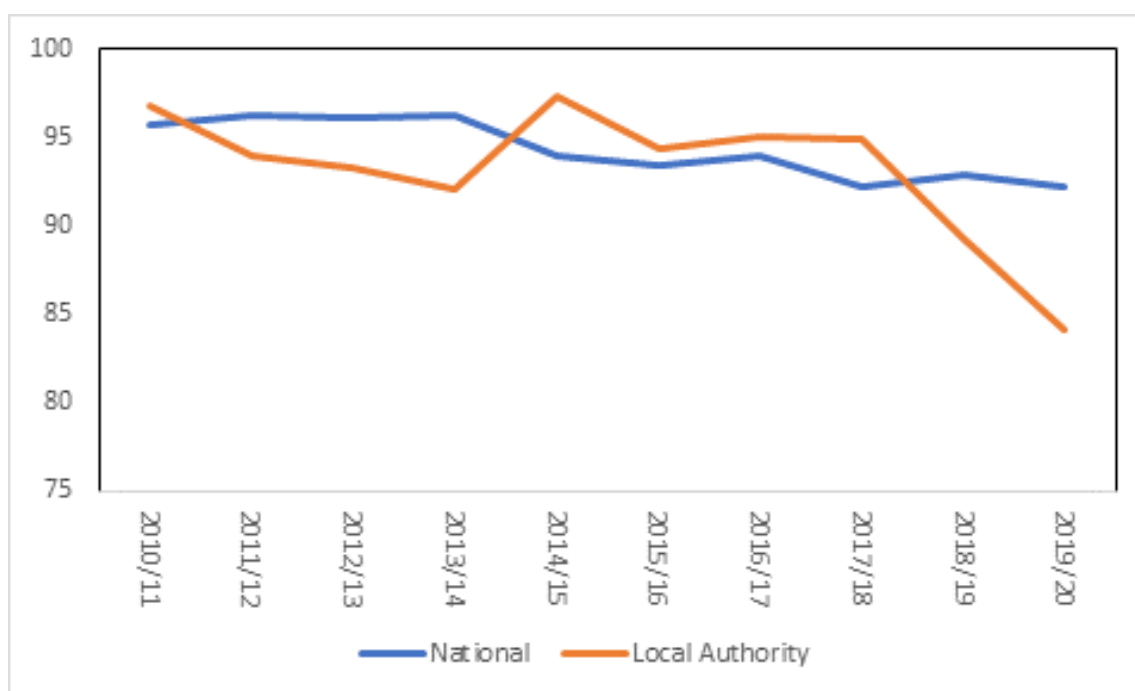


Table 2 shows the fluctuation between the zones inspected as per the audits since 2015/16.

**Table 2 – Zonal Fluctuation**

Year	Zone 1	Variance	Zone 2	Variance	Zone 3	Variance	Zone 4	Variance	Zone 7	Variance
2015/16	93.3		95.9		98.4		100		65.2	
2016/17	97.1	+ 3.8%	93.2	- 2.0%	97.5	- 0.9%	100	0.00	85.7	+ 20.5%
2017/18	81.3	-15.8%	94.3	+ 0.4%	100	+2.5%	71.4	- 28.6%	97.3	- 11.6%
2018/19	93.5	+12.2%	81.4	-12.9%	100	0	100	+ 28.6	69.4	- 27.9%
2019/20	81.8	- 11.7%	81.1	- 0.3%	95	- 5.0%	55.6	- 44.4%	65.7	-3.7

Analysis of the street cleanliness scores has identified that, over this time cleanliness scores in Girvan, Maybole, Troon and Prestwick were consistent. The main fluctuation has been within the Ayr vicinity where street cleanliness has clearly reduced as assessed by audit.

As part of the Household Recycling Charter compliant operating model Council approved an additional 7 employees in June 2019. Subsequent, a new employee structure was approved on 17 March 2020 confirming these additional posts with 5 of the 7 specifically allocated to street cleansing to improve performance levels.



## 8.0 Managing South Ayrshires Waste – Main Themes and Objectives

### 8.1 Waste Reduction and Prevention

Waste prevention and reduction is one of the key priorities to be tackled nationally and globally. Not only does it generate financial benefits to householders, communities and businesses it makes a significant contribution to the overall climate change agenda and the reduction in greenhouse gases.

As part of the Scottish Governments climate change plan they have set an ambitious target of reducing Scotland's food waste by 33% by 2025 against the 2013 baseline. South Ayrshire Council have their part to play in this by reducing food waste throughout buildings and services and promoting food waste minimisation to its residents.

Food waste is currently collected and managed at our Walker Road transfer station in Ayr before being transferred by us to a contractor where it is converted into two products:

- **Biogas** which is used to produce green energy. It is carbon neutral, because the CO<sub>2</sub> released from biomass when it is digested is reabsorbed by plants grown to replace it.
- **Bio-fertiliser** which is used on farmland. The bio-fertiliser contains Nitrogen, Phosphates and Potash and is used to replace expensive mineral fertilisers. The bio-fertiliser also contributes to the organic matter content of the soil, enhancing biological activity, availability of nutrients and water retention.

The service collected 2,556 tonnes of food waste in 2019 which was a 33% reduction on 2018. Although this is a significant reduction, waste analysis has shown that there is still a substantial amount of food in the residual waste stream.



## Extended Producer Responsibility (EPR)

EPR schemes place responsibility for the impact of a product on the producer. Currently, they are mainly used to make producers responsible for the disposal of their products at the end of their useful lives, either via collecting the material themselves, or paying for another organisation to do it.

EPR is increasingly recognised as a powerful tool to address the wider environmental impacts caused by choice of materials in a product or the way it is assembled, accelerating a circular economy and contributing towards our response to the climate emergency challenge. EPR has the potential to influence design, driving products to be reusable, repairable and durable, as well as ensuring that products can be recycled back into high quality products when they reach the end of their lives. This can be through a variety of mechanisms.

At its most basic, EPR can be used to ensure that producers pay the costs of dealing with their products when they become waste, but it can also drive changes to products by ensuring that the environmental impact of design choices is reflected in the cost a producer is liable for. Zero Waste Scotland is currently supporting the Scottish Government in its work with the UK government to support a review of our extended producer responsibility systems.

Key Objectives	Action
Lead on waste minimisation and the use of single use plastics within the South Ayrshire community	1. Develop and initiate waste aware campaigns to minimise the use of single use plastics within South Ayrshire.
Work with the Scottish Government and partner organisations such as Zero Waste Scotland to reduce the quantity of waste created across South Ayrshire	2. Develop a reuse plan to identify and co-ordinate re-use activities including supporting the development of partnerships with third sector organisations.
	3. Engage with partner organisations to form and encourage strategies to reduce overall waste arisings.
	4. Conduct composition analysis for all waste streams and participation studies in relation to food waste to direct future operational requirements.

## **8.2 Infrastructure and Development**

The Waste (Scotland) Regulations 2012 set out a number of provisions which help Scotland move toward the objectives and targets set out in the Scotland's Zero Waste Plan and help transition toward a circular economy. These provisions include a ban on biodegradable municipal waste going to landfill from the 1 January 2025 which is implemented by amending the Landfill (Scotland) Regulations 2003. The purpose of this ban is to:

- Reduce waste landfilled by directing residual waste to alternative treatment;
- Extract remaining resource value from the residual waste stream;
- Reduce greenhouse gas emissions from landfilling biodegradable waste.

It is worth noting that the ban on biodegradable municipal waste going to landfill was previously set to come into force in 2021, however due to a national lack of treatment capacity, this was pushed back to 2025 by subsequent amended legislation.



To meet these requirements, the Council has to ensure it has the most appropriate infrastructure in place. The

current contract for the treatment/disposal of residual (unsorted) waste is operated through a collaborative contract with East Ayrshire Council and terminates in April 2022. Any new contract from 2022 will be required to take into account the Council's obligations in respect of the ban on Biodegradable Municipal Waste going to landfill by January 2025.

It is likely that an Energy from Waste (EfW) solution will be required to meet the requirements of the legislation. Collaborative discussions with East Ayrshire Council are at an advanced stage with a view to tendering for a new waste treatment contract to commence from April 2022. A Prior Information Notice was sent out in late 2019 which resulted in soft market testing being undertaken in August 2020 culminated in six potential providers for an EfW solution presenting their proposals and options. This identified EfW availability that will be coming on line prior to the date of the ban. Any solution will most likely require a landfill or alternative treatment option from April 2022 until the commissioning of any EfW plant prior to 2025, as there are no extension options within the current contract.

Additionally, South and East Ayrshire have also had early discussions with a further three other local authorities with a view to the possibility of tendering as a five authority consortium. This is at a relatively early stage and contact has been made with Zero Waste Scotland with regards to identifying possible support mechanisms for local authorities. This would mainly be around transfer stations as currently only one of the five authorities have a residual waste transfer station.

Current contractual timescales between the five authorities are not aligned therefore both options are currently being explored to ensure South Ayrshire can meet the timescales required for our contract and compliance with the legislation.

To help all stakeholders prepare for the ban, SEPA, in collaboration with industry and local authority representatives have produced a guidance document. The guidance helps stakeholders understand what is classed as biodegradable municipal waste, how to decide if your waste is biodegradable municipal waste, what treatment options are available and how the ban will be implemented.

Failure to meet the timescales for the legislative ban could leave the Council open to financial penalties from the Scottish Government.

An options appraisal has been undertaken to identify a preferred way forward for the Council which would meet the landfill ban requirements whilst appraising the need for a recycling transfer station and the expansion of green waste composting. The objectives within the appraisal were to;



- Minimise cost for South Ayrshire Council
- Provide a medium to long term solutions
- Manage Control of Waste Streams
- Achieve the 2025 Landfill ban for Biodegradable Municipal Waste
- Provide local solutions for services in South Ayrshire

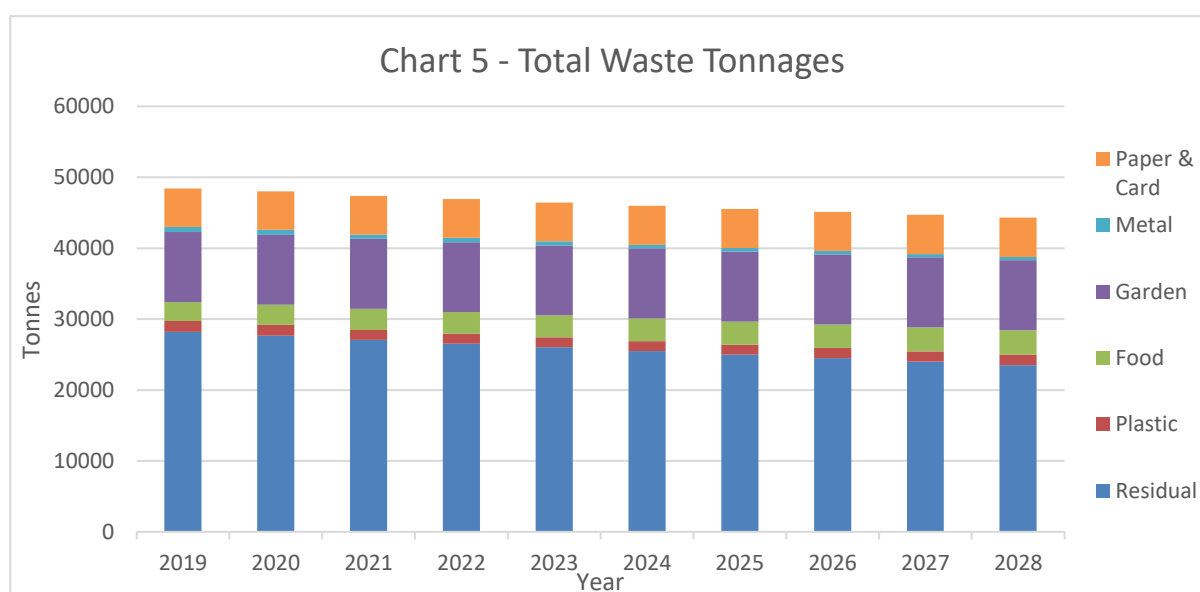
The Council currently does not have its own waste transfer station (bulking facility) for the transfer of residual waste with this function currently provided as part of our residual waste contract. The options appraisal identified that this leaves the Council at a significant disadvantage when tendering for future residual waste treatment services. From a business continuity perspective, the Council is also currently at risk should a waste transfer provider go into administration or liquidation from a residual waste perspective. This scenario could leave the Council in a situation of collecting residual waste with nowhere to bulk it for transportation.

As part of the appraisal process, trends were identified to forecast future waste tonnages and used to predict tonnages for each waste stream over the remainder of the decade. The general trends that were identified for each waste type are summarised in the table 4 below.

Table 4 – Waste Trends

Waste Type	Forecasted change in tonnages per year (%)
Residual	1.80% Decrease
Glass	0.70% Increase
Paper & Card	0.27% Increase
Plastic	1.10% Increase
Metal	4.30% Decrease
Food	6.50% Increase Initially*
Garden	Remain constant

The chart below highlights the predicted total waste amounts generated for each waste type between 2019 and 2028. This analysis highlights that the forecast total waste tonnage decreases annually with the main driver being the reduction in residual waste.



Treatment options for each waste stream were shortlisted and combined into two different scenarios. The overall analysis identified that the Council will have greater flexibility, more control and reduce operational risk through the bulking of waste at an SAC managed facility. Initially a range of

possibilities for each waste stream were put forward for consideration and were set against the objectives. Any option that was not compatible with the objectives was removed from contention.

The options were then scored in line with SAC's objectives. To do this an options weighting and scoring system was developed and utilised. The weighting and scoring system is shown in Appendix 4.

In summary, the options were reviewed against the following criteria;

1. Sustainability of Service
2. Financial Impact
3. Deliverability
4. Risk

The highest scoring option per waste type was chosen to be progressed and considered as an alternative to the current system. Table 5 below summaries the treatment/disposal option proposed to be progressed for each waste type.

Table 5 – Options for progressing

Waste Type	Option Selected for progressing
Residual	Commission a waste transfer station to be owned and operated by SAC for bulking waste with either SAC disposing of the waste or hiring a contractor to dispose of the waste on their behalf.
Glass	Commission waste transfer station to be owned and operated by SAC for bulking glass before sending it to a contractor or having a contractor collect it.
Paper & Card	Transfer to Walker Road to be bulked by SAC before being sold and delivered to or have collected by the buyer.
Plastic	Continue with the current process of bulking the plastics/metal at Walker Road before sending it to a contractor or having a contractor collect it.
Metal	Continue with the current process of bulking the plastics/metal at Walker Road before sending it to a contractor or having a contractor collect it.
Food	Continue/renew the current contract where a contractor will be responsible for collecting and transporting the food waste to a treatment facility.
Garden	A new facility built and owned by SAC to treat both garden waste and park waste.

### Scenario 1- Utilisation of Walker Road

Scenario one will involve maximising the potential of SAC's current facility at Walker Road. All waste streams that can be taken to Walker Road will continue to do so. This will include the redevelopment and licence amendment allowing the site to maximise its potential. The remaining waste streams that cannot be taken to Walker Road will be taken to a new site commissioned and run by SAC. The table below contains the treatment/disposal locations for all waste streams in Scenario One.

Waste Type	Walker Road	New Facility
Residual		X
Glass		X
Paper & Card	X	
Plastic	X	
Metal	X	
Food	X	
Garden		X

### Scenario 2- Commissioning of New SAC 'Super' Site

Scenario two includes the commissioning of a new site with the capacity to accept all waste streams. With the creation of this SAC owned and run facility there would be no requirement to continue to use Walker Road for the acceptance of waste. As Walker Road cannot accept some waste types a new second site will need to be commissioned regardless of the scenario chosen. The new facility in Scenario two differs from the first scenario as the new site will be large enough to take all streams and not only residual, glass and garden waste. One of the main benefits of this option is that once the new site is live SAC only need to staff and operate one waste facility instead of two.

Tentative work is already underway in relation to preliminary sites for procurement or construction based on the appraisal and the approval of this strategy. This will be aligned with the capital programme where funding has been allocated for the construction of any site identified.

### Deposit Return Scheme

Scotland's deposit return scheme (DRS) is due to come into effect in 2022 and will implement a 20 pence 'deposit' charge on all eligible drink's containers. Eligible drink containers include bottles made from plastic, glass or metal. This deposit will be refunded to the buyer on return of the container which will then be recycled. Zero Waste Scotland believe that 90% of containers included in the scheme will be returned for recycling and that this will lead to over an additional 67,000 tonnes of recycled material each year. Zero Waste Scotland also believe this will reduce the number of bottles littered every day by 31,000 and reduce CO2 emissions by 4 million tonnes over the next 25 years. The deposit return scheme may have a significant impact on local authority's waste generation and collections as kerbside collections of glass may reduce by 90% with plastic and metal also having significant reductions.

Early modelling by Zero Waste Scotland suggests there will be no financial impact on South Ayrshire Council however in light of these significant pending changes it is important that the overall impact of a deposit return scheme is considered fully as data becomes available.

### Household, Commercial and Litter Bin Infrastructure.

With increasing households and flatted developments combined with the separation of waste and recycling streams there is growing concern about how to minimise both household and on street waste receptacles. Space saving underground systems are not new, however they are becoming more accessible in relation to cost and infrastructure with where long term planning needs to be considered.

Consideration also has to be given to the long term impact Covid 19 may have on how we recycle, dispose of waste and use all bin infrastructure be it household, commercial or on street litter bins. Smart bins and systems are becoming more readily available but may require significant funding to implement.

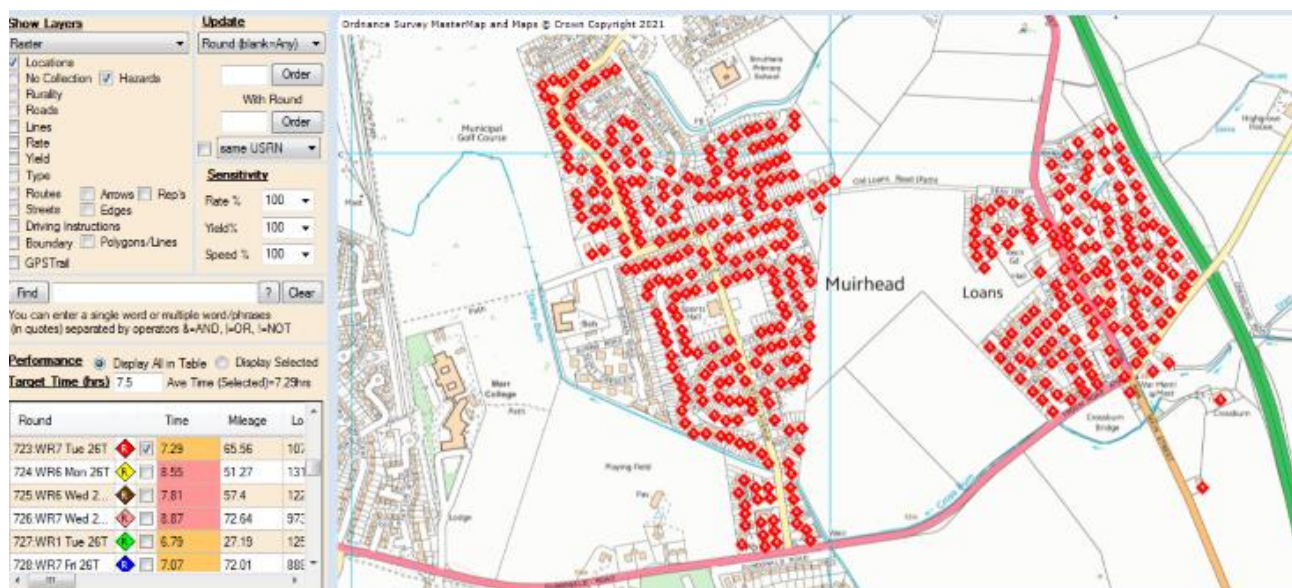
### Household Waste Recycling Centres (HWRC's)

The Council currently provides four HWRC's strategically located in Troon, Ayr, Maybole and Girvan. South Ayrshire Council own and operate the sites at Port Randal Drive Troon, Seaton Street Maybole and Old Street in Girvan. These sites accept household waste with a permit system for commercial businesses to dispose of their waste at a charge however commercial abuse at our sites continues to be an issue from both vans and cars.

Heathfield Recycling Centre is located at Old Farm Road, Heathfield in Ayr and is owned and operated on behalf of South Ayrshire Council by Barr Environmental Ltd where the Council pay an annual management fee and treatment costs. There are regular on street traffic management issues at both Heathfield and the Dukes Road site in Troon and a need to consider the flow management of all sites in relation to vehicles as well as any longer term implications from Covid 19.

### Digital and Technological Enhancement

Since 2011 the Waste Management service has embraced technology to enhance and improve service delivery. Route optimisation software has been utilised since 2013 and resulted in a reduction collection rounds and vehicles. The software was also pivotal in the introduction of the household charter compliant service in 2018/19 and will be key in adapting to the introduction of the proposed deposit return scheme in 2022.



In-cab technology is being introduced into our refuse collection vehicles in 2021. This works through a live system within the cab that constantly monitors vehicle positions and route progress which then feeds the live tracking information. If there are any issues such as delays due to traffic problems this can be dealt with quickly and efficiently to make sure collections are completed on time. This system also includes live assisted collection and street hazard information which alerts crews and ensures up to date and accurate information is available, without the need for paper copies of routes and assisted collections that can change frequently.



Key Objectives	Action
Ensure infrastructure requirements are identified and realised to meet the long term needs of the Council	<ol style="list-style-type: none"> <li>5. Develop and build/procure infrastructure to meet South Ayrshire Council requirements for residual waste, recycling and garden waste treatment.</li> <li>6. Review service provision in line with the introduction of a deposit return scheme.</li> <li>7. Consider options for Household Waste Recycling Centre provision for Ayr and Prestwick.</li> <li>8. Prepare options appraisal/business case for the separation and resale of metals/plastics and cartons stream and direct sale of other recycling streams and review of contractual arrangements for recycle materials.</li> <li>9. Undertake options appraisal and business case relating to household and commercial waste bin infrastructure</li> <li>10. Work in partnership with the Planning service to forward plan operational requirements of new developments.</li> <li>11. Develop and implement a booking system for all HWRC's.</li> <li>12. Consider new digital and technological platforms in service delivery and waste reduction.</li> </ol>
Develop systems to maximise the capture of recycling and individual resource streams, capitalising on the quality of material recovered to ensure maximum value	
Engage with digital and technological developments to improve service delivery and work towards zero waste in South Ayrshire.	

### 8.3 Commercialisation and the Circular Economy

The Scottish government have outlined their priorities to move toward a circular economy. The key to a circular economy is value retention for materials and products for as long as possible. The Scottish government have established long term targets to recycle 70% of all waste by 2025. They believe this will bring both environmental and economic benefits by reducing carbon emissions, minimising the amount of waste created and reducing the demand for new materials. They also believe this could create potential savings of between £500 million and £800 million per year in Scotland.

#### Closed Loop Recycling – Garden Waste

Currently our domestic garden waste is deposited at the waste transfer station which is owned and operated by a local contractor in Ayr. From here it is bulked into larger loads which are then transferred to a composting site outwith South Ayrshire where the green waste is composted naturally in windrows.

In 2016 a pilot project was introduced for a Green Waste Recycling Centre as a means of generating financial efficiencies and reducing the environmental impact of disposing of parks green waste to landfill.

Following the success of the pilot the decision was taken to expand the project to provide a holistic, sustainable approach to managing green waste within SAC in relation to the zero-waste plan and the circular economy. This has resulted in a range of quality products that can be used within the Council and sold to the private sector.

By the end of financial year 2019/20 the site had processed in excess of 1,457 tonnes of green waste with a saving to the council of £46,624 in treatment costs. The processed material has produced a base product of 800 tonnes of 30mm screened soil enhancer. This base material has been utilised with other materials which produced:

- 550 tonnes of 10mm screened soil enhancer
- 1500 tonnes of 70% washed dune sand 30% 10mm screened soil enhancer
- 750 tonnes of 50% Farm Yard Manure and 50% 30mm screened soil enhancer
- 150 tonnes of 33% screened as dug soil, 33% sand and 33% 30mm screened soil enhancer and
- 300 tonnes of 33% screened as dug soil, 33% sand and 33% 10mm screened soil enhancer.



Working corporately across the Council we have managed to source the majority of materials that have been used to enhance our base product from materials that would otherwise have been disposed of by other service areas.

We have reclaimed 620 tonne of rough sand from our golf section and 1900 tonne of topsoil from capital projects across the Council. These reclaimed materials have corporately saved the Council £41,580 in disposal cost from contractors.

A total of 3,250 tonnes of our range of materials have been produced with 2,330 tonnes used on our own assets. This has allowed Grounds Maintenance to provide a visibly enhanced maintenance regime in our parks and open spaces at no additional cost to the service or Council.

A further 631 tonne has been sold to other departments or companies in the private sector with an external income generation of £9288.

These products are now used on a wide range of South Ayrshire Council assets, including parks, open spaces, golf courses and allotments. Over the past year the centre has piloted the treatment of household garden waste with encouraging results, however the site at Glenburn Rd in Prestwick has limited space and capacity to expand and treat all household garden waste collected by Waste Management. Given the success of the pilot, there are real opportunities to expand the operation which will deliver significant environmental and financial benefits to the Council. This has been explored as part of the waste options appraisal and has been included in the infrastructure proposals outlined in section 8.2.

## Commercial Waste

In accordance with the Waste (Scotland) Regulations 2012, all premises that produce business waste have a legal requirement to separate their recyclable waste from their general waste. The Environmental Protection Act 1990 also requires those who produce business waste to dispose of their waste through an authorised waste carrier. Retail, industrial, and commercial premises can use the Council's refuse collection services or alternatively use a private company that is authorised to carry waste.

Waste Management currently provide a waste & recycling collection service to approximately 1,100 customers throughout South Ayrshire to both external customers and to other internal Council services.



## Industrial Waste

Over the past few years we have seen a major increase of what is deemed “industrial waste” from households being deposited at HWRC’s. Some English authorities are now charging residents for what is deemed industrial waste as it is not excess domestic household waste but waste that is generated in residents own homes through major DIY projects such as house renovations, kitchen/bathroom renovations and larger scale gardening projects. In line with this there has also been an increase in commercial businesses undertaking works in resident’s homes and leaving the disposal to the householder to avoid paying the commercial rate at the sites.

Key Objectives	Action
Maximise the economic benefit from our resources and the circular economy by ensuring waste is reused, recycled and composted	13. Develop a business plan for the commercial expansion of the green waste facility following any infrastructure investment
Maximise the economic benefit from the Council procurement process	14. Collaborate with the Council's procurement service to maximise material and contractual opportunities
Encourage innovation and investment on circular economy whilst exploring commercial opportunities.	15. Review material acceptance policy at Household Waste Recycling Centre's in relation to industrial waste
	16. Develop the commercial waste service across South Ayrshire

## **8.4 Enhanced Environment**

Under the Code of Practice on Litter and Refuse (CoPLAR) 2018, the council has duties to keep land clear of litter & refuse and keep certain roads clean. Under the Code of Practice the Council has duties to keep land clear of litter & refuse and keep certain roads clean. As such, SAC has an obligation to carry out street cleansing which involves the cleaning of streets, off-street parking areas, flower beds, areas around bus stops, doorways, & public street furniture.

The Code of Practice on Litter & Refuse (CoPLAR) 2018 advises Local Authorities to spend resources in areas most in need of it rather than follow an arbitrary rota. This results in some areas being swept more regularly than others as there is more footfall, litter, detritus and leaves present.

South Ayrshire Council as a duty holder is responsible for the collection of litter from litter bins and sweeping of litter from public roads and Council owned land throughout the area including the trunk road network. To monitor issues such as litter, dog fouling, fly tipping, flyposting and graffiti, and in partnership with Keep Scotland Beautiful, Waste Management carry out regular local environmental quality surveys at a random selection of sites across South Ayrshire.

This information enables us to plan with our local cleaning activity and informs our policies and campaigns to tackle these issues. It also supports the Environmental Protection Act 1990 and the Code of Practice on Litter and Refuse (Scotland) 2018 which require local authorities and others to keep specified land and public roads clean and litter-free.



The approach used is called the Local Environmental Audit and Management System (LEAMS) and the audits collect information on litter types and source. Alongside this, other indicators such as weeds, graffiti, fly tipping and vandalism, are also recorded to provide an overall picture of every site. Audits are carried out by each local authority as well as Keep Scotland Beautiful to

provide independence and validation. Areas are graded by the volumes of litter present which allows a calculation to be made which determines if areas are cleansed to an acceptable standard. Overall LEAMS scores equate to the percentage of streets that are deemed to be cleansed to an acceptable standard during a particular audit with yearly scores being calculated from the information gathered throughout the year.

As noted previously, over the past 5 years litter operatives have increasingly been used to supplement the refuse collection service due to growing number of new households requiring collections, less flexibility with staff numbers split between shifts and the introduction of Household Recycling Charter compliant operating model. Due to this Waste Management has seen a significant reduction in our street cleanliness index (LEAMS) as shown in chart 4. This has resulted in the Council ranking 31<sup>st</sup> out of 32 local authorities with regards to our street cleansing score.

As part of the Household Recycling Charter compliant operating model Council approved an additional 7 employees in June 2019. Subsequently, a new employee structure was approved on 17 March 2020 confirming these additional posts with 5 of the 7 specifically allocated to street cleansing to improve performance levels.

### Fleet and vehicles

Aligned to the Climate Change (Scotland) Act 2009, the Programme for Government 2019-20 indicated that all small vehicles within the public sector fleet should be electric or ultra-low emission by 2025, with large vehicles by 2030. As such this will require a step change for the Waste Management service as the vast majority of our fleet falls into the large vehicle category and is the biggest single user of fuel in the Council. From a technology perspective, we are at the early stages



of the development of ultra-low emission large vehicles and progress on this will be limited over the first period of this strategy. However, as the technology develops plans will be progressed to meet the 2030 timescale. Although the technology has significantly progressed for smaller type vans there are still issues surrounding larger vans and pick-up type vehicles therefore meeting the target set against the service as part of the carbon budget will be challenging. The council is currently developing a high level Fleet Strategy that will identify a route map to achieving the 2025 and 2030 target timescales for ultra-low emission fleet.

### Underground Systems

The attractiveness of our environment is key for both our residents and visitors. With a need to separate our waste streams at source we have implemented an operating model. This has required the reconfiguration of some areas to a communal model, as well as changes within our town centres, which can detract the visual impact of an area. A potential long term solution to this challenge is the use of underground bin systems which would not only enhance the environment but potentially provide alternative options where there is limited on street capacity. This will be considered as per action 9 in the action plan.

Key Objectives	Action
Maximise resources to reduce the impact of on street litter and detritus and increase the profile of South Ayrshire	17. Conduct a service review of street cleansing with associated action plan. 18. Map all litter bin locations on our streets and in our parks to maximise resources and optimise routing
Work towards net zero carbon through innovation by minimising the environmental impact of Councils waste management service	19. Develop a programme for all Council premises to be aligned to the household recycling charter 20. Consider options and develop a plan for commercial bin infrastructure in our town centres
Minimise overall residual (non-recyclable) waste arisings generated and requiring treatment or landfill	21. Develop a plan to transition to an electric or ultra-low emissions fleet in line with the Council's Fleet Strategy
Maximise opportunities for the treatment of residual waste in line with the ban on biodegradable waste to landfill	22. Deliver a solution for the ban on biodegradable municipal waste to landfill in 2025 23. Develop a contamination policy for both householders and commercial properties across South Ayrshire including other Council departments

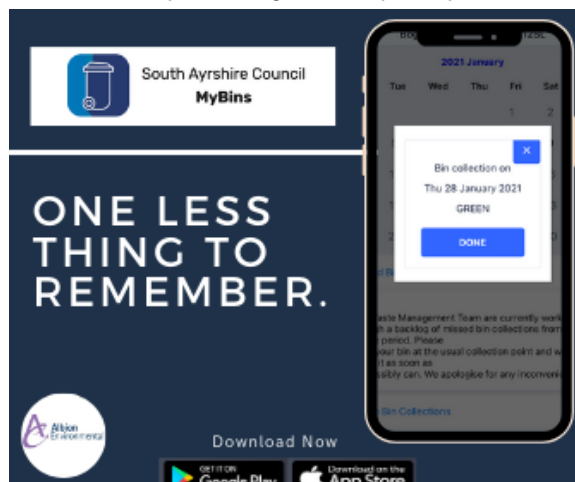
## **8.5 Communication and Engagement**

In order to ensure the successful delivery of this strategy and encourage behaviour change, communication and engagement will be key. As we look to minimise waste, increase recycling and move to new and innovative ways of working we have to ensure communities and businesses are engaged with the objectives and actions set out in this strategy.

This was never more evident than through the last major waste initiative with the roll out of the charter compliant strategic operating model. Implementation of the charter involved an extensive communication and engagement exercise utilising conventional and digital forums as well as initiating roadshows across South Ayrshire.

## Leadership

As in any strategic implementation the Council must set the tone by leading the way. Key elements of this strategy is about minimisation and reduction of waste, recycling and separating waste streams correctly. The Council cannot therefore expect buy in from householders, communities and business to commit to zero waste without leading the way. High levels of reuse, recycling and waste prevention must be demonstrated across all areas of the Council itself. It is also obligated under Waste (Scotland) Regulations 2012 to separate waste it produces. The engagement and communication of this will not only generate buy in and understanding from Council employees but will support the engagement and awareness in a much wider audience from supplier, partners and the community.



## Support

The Covid-19 pandemic over the last year has meant that we have had to find new ways to communicate with our communities, community councils and other partner organisations as using conventional methods wasn't possible. New ways of connecting and communicating through digital and online platforms require to be explored and developed to ensure that our stakeholders are involved in everything we do.

Recent success with our approach to technology and communications has been the introduction of the SAC MyBins app which was launched in December 2020 and has proved very popular with local residents. The app allows householders to access their bin calendar and set reminders. However, the app also allows residents to check which material goes in which bin and this will be expanded in the future. Importantly, the app allows the Council to 'push' messages with helpful hints and changes to collection such as over the festive period.

The service will continue to explore innovative solutions and invest in technology to ensure we meet our environmental, social and financial commitments.

Key Objectives	Action
The Council will engage with its communities in the delivery of the objectives from this strategy	24. Develop a Waste Engagement and Communications framework which outlines how and when waste management will engage with stakeholders and within the Council itself
Maximise communication opportunities through conventional and digital platforms to inform and promote zero waste and encourage behaviour change	25. Develop new communication methods for engagement with communities, businesses and partner organisations
	26. Develop an online platform for commercial customers
	27. Develop educational videos and story boards for the promotion of the strategic objectives within the waste strategy
	28. Actively promote the SAC MyBins app and continue to develop its functionality

## 9.0 Action Plan, monitoring and review

9.1 An action plan has been developed to deliver the strategies key themes and objectives. A performance framework is already in place with a suite of national and local performance indicators to determine progress against the strategy and national targets. Progress on the implementation of the strategy will be report the Council's Leadership Panel on an annual basis and an interim review will be undertaken at the mid-way point in 2026.

- Short Term = within a year
- Medium Term = within 3 years
- Long Term – more than 3 years

Priority	
	Low
	Medium
	High

Key Theme	Action	Measurable Action	Priority	Timescale
Waste Reduction & Prevention	1	Develop and initiate waste aware campaigns to minimise the use of single use plastics within South Ayrshire.	Medium	Medium Term
	2	Develop a reuse plan to identify and co- ordinate reuse activities including supporting the development of partnerships with third sector organisations.	Medium	Long Term
	3	Engage with partner organisations to form and encourage strategies to reduce overall waste arisings	Low	Long Term
	4	Conduct composition analysis for all waste streams and participation studies in relation to food waste.	Low	Long Term
Infrastructure and Development	5	Develop and build/procure infrastructure to meet South Ayrshire Council requirements for residual waste, recycling and garden waste treatment	High	Medium Term
	6	Review service provision in line with the introduction of a deposit return scheme	Medium	Medium Term
	7	Consider options for Household Waste Recycling Centre provision for Ayr and Prestwick.	High	Medium Term

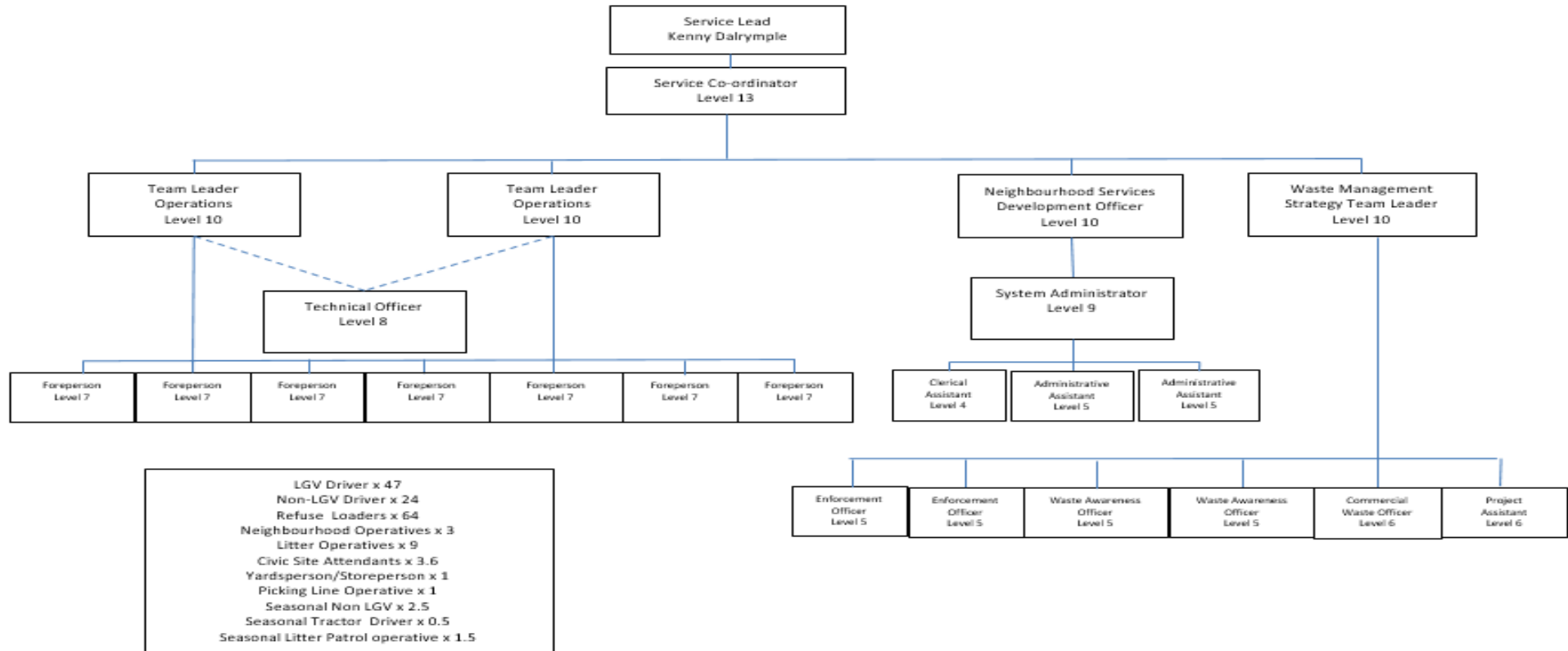


Infrastructure and Development	8	Prepare options appraisal/business case for the separation and resale of metals/plastics and cartons stream and direct sale of other recycling streams and review contractual arrangements for recycle materials	High	Short Term
	9	Undertake options appraisal and business case relating to household and commercial waste bin infrastructure	Low	Long Term
	10	Work in partnership with the Planning service to forward plan operational requirements of new developments.	Low	Short Term
	11	Develop and implement a booking system for all HWRC's	High	Medium Term
	12	Consider new digital and technological platforms in service delivery and waste reduction.	Medium	Long Term
Commercialisation and the Circular Economy	13	Develop a business plan for the commercial expansion of the green waste facility following any infrastructure investment	High	Short Term
	14	Collaborate with the Council's procurement service to maximise material and contractual opportunities	Medium	Long Term
	15	Review material acceptance policy at Household Waste Recycling Centre's in relation to industrial waste	Low	Medium Term
	16	Develop business activity within commercial waste across South Ayrshire	Medium	Long Term
Enhanced Environment	17	Conduct a service review of street cleansing with associated action plan	High	Short Term
	18	Map all litter bin locations on our streets and in our parks to maximise resources and optimise routing	Low	Short Term
	19	Develop a strategy and programme for all Council premises to be aligned to the household recycling charter	Medium	Medium Term
	20	Consider options and develop a plan for commercial bin infrastructure in our town centres	Medium	Long Term

	21	Develop options to transfer to an electric or ultra-low emissions fleet in line with the Council's Fleet Strategy	High	Long Term
	22	Deliver a solution for the ban on biodegradable municipal waste to landfill in 2025	High	Medium Term
	23	Develop a contamination policy for both householders and commercial properties across South Ayrshire including other Council departments	Medium	Medium Term
Communication & Engagement	24	Develop a Waste Engagement and Communications framework which outlines how and when waste management will engage with stakeholders and within the Council itself	Medium	Short Term
	25	Develop new communication methods for engagement with communities, businesses and partner organisations	Medium	Medium Term
	26	Develop an online platform for commercial customers	High	Medium Term
	27	Develop educational videos and story boards for the promotion of the strategic objectives within the waste strategy	Medium	Short Term
	28	Actively promote the SAC MyBins app and continue to develop its functionality	High	Short Term

## Appendix 1 Waste Management Structure

Waste Management has a current establishment of 154 frontline employees, 9 seasonal employees and 16 professional and administrative employees that undertake the various different functions across the service area. The majority of Waste Management professional and frontline employees are based at the Council's Walker Road facility with the remaining operational staff based at depots in Troon, Maybole and Girvan. Most operational staff work on an alternative day/back shift pattern from Monday to Friday. This "double shifting" has maximised the use of individual vehicles and has allowed the service to significantly reduce the size of the fleet and deliver financial efficiencies. A weekend shift is also in operation which ensures that staff are available to undertake tasks on Saturdays and Sundays that were previously carried out on overtime. A new structure was approved by Leadership Panel in March 2020 that saw additional investment in front line staffing and project development as well as new Neighbourhood posts aligned to the Council's Placemaking ambition.



## Appendix 2

### Strategic Initiatives 2010 – 2020

Although until now there was no bespoke waste strategy for South Ayrshire the service has introduced a range of strategic initiatives in line with the national strategy over the past 10 years which have all been successful in their own right.

#### Introduction of a co-mingled recycling service

In 2012 the council moved to a co-mingled dry recycling service which enabled all dry recycle to be collected in the one blue bin. This saw a reduction in 6 refuse collection vehicles with an efficiency saving of £300,000 and saw an increase in the recycling rate from 47.4% in 2011 to 52.5% in 2017

#### Route Optimisation

In 2013 the service undertook a strategic review of its operational delivery. This saw the number of domestic household rounds reduced from 97 to 53, commercial routes reduced from 3 rounds to 2 rounds and a vehicle reduction of 5 refuse collection vehicles. This project improved service efficiency whilst reducing costs through vehicles and fuel usage.

#### Introduction of a food waste service

In 2013 in line with the Waste (Scotland) Regulations 2012 the service introduced food waste collection to the main conurbations within South Ayrshire which contributed to a reduction in residual waste tonnages of 5373 between 2013 and 2019.

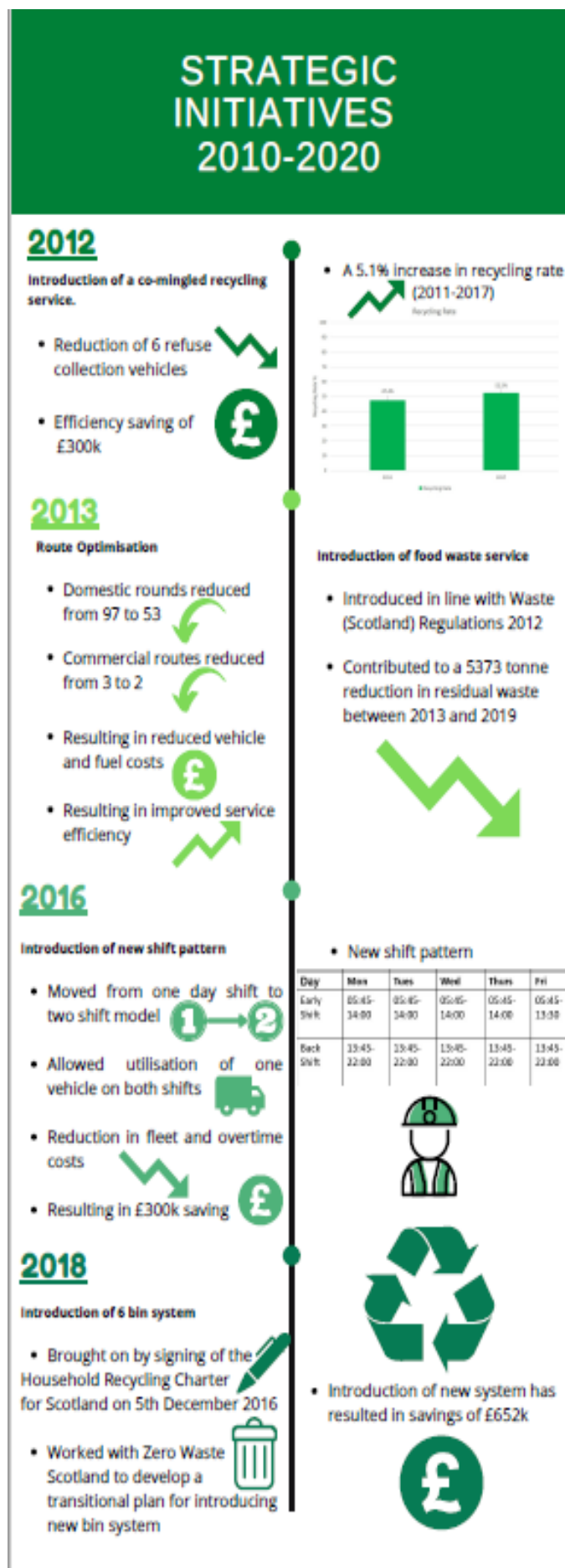
#### New shift pattern

In 2016 the service undertook another strategic review of operational delivery and changed the delivery model of the whole service moving from a day shift service to double shift delivery basis. The new shift model operates in two employee pools undertaking duties on alternate weeks as follows:


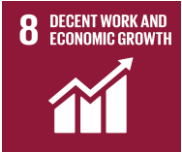



Early Shift, 05:45 to 14:00 Monday to Thursday, 05:45 to 13:30 Friday,


Back Shift: 13:45 to 22:00 Monday to Thursday, 13:15 to 21:00 Friday.

This enabled the service to utilise the one vehicle on both shifts which subsequently reduced the fleet and overtime realising an overall saving of £300,000 to the Council.



## Appendix 3 Sustainable Development Goals SDG's with targets that can be related to the Waste Management Sector

Sustainable Development Goals		Targets related to waste
	Affordable and clean energy (SDG 7)	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix
	Decent Work and Economic Growth (SDG 8)	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
	Sustainable Cities and Communities (SDG 11)	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
	Responsible consumption & production (SDG 12)	<p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>
	Climate Action (SDG 13)	13.2 Integrate climate change measures into national policies, strategies and planning

	<p>Life on Land (SDG 15)</p>	<p><b>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</b></p>
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## Appendix 4 Options Weighting and Scoring

### South Ayrshire Council- Options Weighting and Scoring

The options criteria have been identified to provide a strategic overview of the options and identify those that most meet with SAC objectives.

Each of the options will be initially reviewed against SAC objectives.

- Minimise SAC ongoing revenue costs
- Provide medium to long term solutions to a complex and fast-moving waste sector
- Management Control of Waste Streams
- Achieve the 2025 Landfill ban for BMW
- Provide local solutions for services in SAC

Where the options fulfil these objectives, the option will be taken forward for review against the criteria identified below.

The criteria will be weighted to take account of the relative importance of the criteria

Criteria Weighting		Stage 1 Evaluation of Long list of options	
Criteria	Weighting to be applied	Sub aspects and weightings	Example issues to be considered
Sustainability of service	35%	10.0%	This option will allow flexibility of service
		10.0%	This option will provide a local solution
		15.0%	This option will prevent legal non-compliances
Financial Impact	35%	17.50%	This option will not require additional capital or operational expenditure
		17.50%	This option will result in net savings to the Council?
Deliverability	15%	7.50%	This option has no contractual barriers
		7.50%	This option is not subject to external uncertainties, eg political issues, new legislation, changes in policy
Risk	15%		<b>Key risks which can include:</b>
		5.00%	How likely is the option to match the ability of potential suppliers to deliver the required services.
		5.00%	How likely is the option to meet SAC's legal responsibilities?
		2.50%	How likely is the option to meet SAC Staffing e.g. local employment
		2.50%	How likely is the option to prevent disruption to Third Party Users?

Score	Scoring Guidance
1	<b>POSITIVE OUTCOME - HIGHLY LIKELY TO ACHIEVE</b>
	Easy to achieve
	Desirable outcome
	High likelihood that objectives will be achieved.
0.5	<b>MEDIUM / NEUTRAL OUTCOME/IMPACT</b>
	Reasonable likelihood to achieve
	Need more information to assess i.e. difficult to decide at present without further investigation.
0	<b>NEGATIVE OUTCOME-UNLIKELY TO ACHIEVE</b>
	Difficult to achieve
	Not desirable outcome
	Unlikely to achieve objectives



This information can be made available, on request, in braille, large print or audio formats and can be translated into a range of languages. Contact details are provided below.

درخواست کرنے پر یہ معلومات نابینا افراد کے لئے ابھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اسکا مختلف زبانوں میں ترجمہ بھی کیا جاسکتا ہے۔ رابطہ کی تفصیلات نیچے فراہم کی گئی ہیں۔

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ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕੇ ਬੋਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸੁਣਨ ਵਾਲੇ ਰਾਹ ਵਿਚ ਵੀ ਲਈ ਜਾ ਸਕਦੀ ਹੈ, ਅਤੇ ਇਹਦਾ ਤਰਜਮਾ ਹੋਰ ਬੋਲੀਆਂ ਵਿਚ ਵੀ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਸੰਪਰਕ ਕਰਨ ਲਈ ਜਾਣਕਾਰੀ ਹੇਠਾਂ ਦਿੱਤੀ ਗਈ ਹੈ।

Niniejsze informacje mogą zostać udostępnione na życzenie, w alfabecie Braille'a, w druku powiększonym lub w formie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iarrtas, ann am braille, clò mòr no clàr fuaim agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-ìosal mu bhith a' cur fios a-steach.

**South Ayrshire Council**  
**Contact Centre**  
**0300123 0900**