

**SURREY COUNTY COUNCIL****CABINET****DATE: 13 DECEMBER 2016****REPORT OF: MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING****LEAD OFFICER: TREVOR PUGH, STRATEGIC DIRECTOR ENVIRONMENT AND INFRASTRUCTURE****SUBJECT: DEVELOPING A SINGLE WASTE APPROACH****SUMMARY OF ISSUE:**

Surrey County Council (SCC) and the Surrey Waste Partnership (SWP) have identified that significant savings and improvements for residents can be made by changing the way in which waste is managed in Surrey. A business case developed by the SWP proposes that waste services are delivered via a new partnership arrangement which is collectively owned by SCC and Surrey's district and borough councils. This would mean the benefits gained by working together would be shared across all authorities.

Four district and borough councils in Surrey have already made a step towards this by jointly procuring a waste collection contract. As a next step, it is proposed that this arrangement is expanded to include some of SCC's functions in order to deliver further benefit. More work will then be carried out to develop the optimum solution for other district and borough councils, and SCC's remaining waste functions.

The Medium Term Financial Plan requires that SCC makes savings from its waste budget in the short term, therefore this report also outlines a proposal for changes to financial transfers to district and borough councils in 2017/18, in anticipation of more fundamental changes from 2018/19 onwards.

**RECOMMENDATIONS:**

It is recommended that Cabinet:

1. Agrees to combine SCC's Waste Disposal Authority partnership functions (as described in paragraph 28) with the functions of the four joint waste collection contract authorities in early 2017/18, and delegates authority to the Strategic Director for Environment and Infrastructure, in consultation with the Leader of the Council and the Cabinet Member for Environment and Planning, to enter into the required agreements.
2. Tasks officers to develop a business case, which recommends the optimum solution for the transfer of the remaining core Waste Disposal Authority functions (as set out in paragraph 27) to the new partnership entity, and to return to Cabinet in June 2017 with detailed proposals.
3. Tasks officers to continue to work through the Surrey Waste Partnership to engage with district and borough councils on how all authorities can adopt a single waste approach that is mutually beneficial, whilst delivering savings and improved services for Surrey residents.

4. Approves the proposals for financial arrangements with Waste Collection Authorities in 2017/18 as set out in paragraphs 42 and 43.
5. Tasks officers to write to all Waste Collection Authorities to give formal notice of SCC's intention to centrally manage kerbside collected recyclables via SCC's waste disposal contractor.

#### **REASON FOR RECOMMENDATIONS:**

Delivering waste collection and disposal services through a single organisation that is co-owned by all Surrey's authorities will deliver significant cost savings for the County Council and Surrey's district and borough councils, whilst improving services and delivering value for Surrey residents.

Combining SCC's waste partnership functions with the four district and borough councils which are part of the joint waste collection contract will demonstrate the early benefits of partnership working, reduce the duplication of effort inherent in the current system, improve the service offered to Surrey residents, and concentrate combined effort on the delivery of savings.

More work is required to fully appraise the benefits of integrating SCC's remaining Waste Disposal Authority functions into a joint entity. It is also necessary to engage positively with all Surrey Waste Collection Authorities to continue to develop and deliver plans for a fully co-owned entity that are mutually beneficial and maximise benefit for Surrey residents.

Changes to the financial arrangements with Waste Collection Authorities in 2017/18 are necessary to improve performance and make savings in the short term, whilst work continues on the delivery of a single co-owned approach to waste management which will deliver savings in the longer term. This will include giving early notice of the council's intention to centrally manage kerbside collected recyclables in order to deliver cost savings and replace the existing recycling credit system.

#### **DETAILS:**

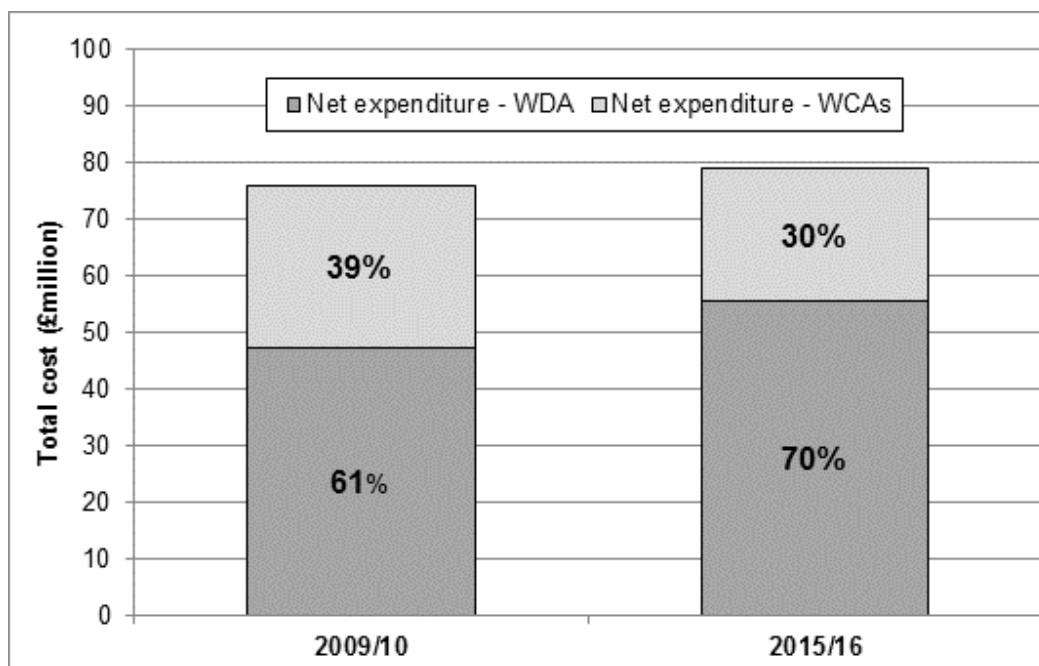
##### **Current arrangements**

1. In two tier areas such as Surrey, the responsibility for managing waste is split between the County Council and the district and borough councils. SCC is the Waste Disposal Authority (WDA) and is responsible for the disposal and treatment of Surrey's municipal waste collected at the kerbside, and waste and recycling from Surrey's Community Recycling Centres (CRCs). This function is managed via SCC's 25 year PFI waste disposal contract with SUEZ.
2. The 11 district and borough councils are Waste Collection Authorities (WCAs) and are responsible for the collection of Surrey's municipal waste which includes waste from households. WCAs also currently make arrangements for the reprocessing and recycling of some of the waste materials collected for recycling.
3. Surrey's authorities collaborate via the Surrey Waste Partnership (SWP) which helps the authorities to work towards delivering a joint strategy. This strategy was adopted by all partners in 2015. The SWP pools money centrally and manages a wide range of joint initiatives to improve kerbside recycling performance and deliver efficient services.

4. The way in which waste is managed in Surrey has resulted in a complicated set of statutory and non-statutory financial transfers from the County Council to the boroughs and districts and the SWP, totalling around £11 million per year.
5. Despite the complicated structure of the current arrangements, SWP authorities have made significant progress since the partnership was formed in 2008. Waste collection arrangements have largely been aligned, the range of recycling materials able to be collected has greatly increased, and food waste collection from houses is now universal. These improvements have taken place whilst containing overall costs, maintaining high resident satisfaction levels, and have resulted in performance increases, with the overall recycling rate rising from 35% in 2007/8 to around 54% today.
6. In more recent years the rate of improvement has slowed significantly, and buy-in to new initiatives has been patchy. The SWP has identified major areas where further improvements could be made, as well as opportunities for changing the way in which waste is managed in Surrey in order to be better equipped to deliver these improvements.
7. Financial responsibilities, and therefore priorities, could be better aligned and the number of interfaces between and within authorities could be reduced in order to speed up decision making and deliver positive changes more quickly.
8. There are also opportunities for joining up services and contracts in order to benefit from economies of scale and to make services more consistent. The duplication of assets and de-centralisation of knowledge and experience could also be reduced.

#### SCC actions to reduce its waste costs

9. Between 2009/10 and 2015/16, SCC's share of the total spend on waste management in the county has increased significantly, from around 60% in 2009/10 to 70% in 2015/16, as shown in Figure 1 below. This equates to an increase in costs of around £7m to the WDA.



**Figure 1: Net expenditure on waste by SCC (WDA) and district and borough councils (WCAs)**

10. The increased burden on Surrey County Council's waste budget has been due to a number of factors:
  - 10.1 Since 2009/10, landfill tax has more than doubled from £40 per tonne to £82.60 per tonne in 2015/16. At the same time, energy from waste prices have tracked landfill costs, meaning that despite only landfilling 5% of residual waste last year, SCC's average disposal cost has increased from £71 per tonne in 2009/10 to £105 per tonne in 2015/16.
  - 10.2 Recycling performance has plateaued in recent years which means the rate of improvement has been lower than projected.
  - 10.3 There is continuing pressure on waste services due to demographic changes and increasing waste volumes.
11. In order to offset the effect of these pressures, SCC has a significant programme of activity aimed at both reducing the cost base of its functions and controlling the rate of cost increases:
  - 11.1 Staffing levels for the management of the WDA's critical functions have been reduced as far as possible. Any additional staff are employed to improve performance and reduce costs on an invest-to-save basis, and this resource is reviewed regularly to ensure it is cost effective.
  - 11.2 A number of service changes at CRCs have been made, including reducing opening days and hours during quieter periods, charging for some non-household materials, opening reuse shops, and taking steps to reduce the amount of unauthorised trade waste being brought to the sites.
  - 11.3 A cost efficiencies programme between SCC and SUEZ requires SUEZ to market test their main cost areas, including landfill, green waste composting, food waste processing, and bulk haulage every three years. This process ensures that SCC is getting demonstrable best value from these services. SCC is also carrying out a review of the SUEZ contract to deliver further opportunities for efficiencies and cost savings.
  - 11.4 A comprehensive kerbside improvements programme which involves developing and delivering countywide initiatives to improve kerbside performance and reduce disposal costs. This includes resident communications and engagement activities, managing a programme of activity aimed at increasing recycling from flats, school engagement, co-ordinating a network of volunteers, and policy development work.

### **SWP Future: A business case for change**

12. The Surrey Waste Partnership has looked at the potential additional savings from taking a more joined-up approach to waste management. This programme is defined as **SWP Future**, which is Surrey's business case for change.
13. Across all of this work, projections have ranged from £6m to £12m of savings per year on the total costs of waste management in Surrey. The latest analysis, carried out by the consultancy Eunomia, identified savings of £9 to £12 million.
14. The SWP Future business case proposes a **co-ownership approach**. This would involve the creation of a single entity that is co-owned by SCC and the 11 district and borough councils. It would manage the collection, recycling and disposal of all of Surrey's waste and would mean the integration of all waste services currently delivered individually by the 12 authorities. The barriers to unlocking savings would be

removed and the greater benefits gained by working together would then be shared across all authorities.

15. To maximise the impact and effectiveness of the joint entity it would need to include all 12 Surrey authorities and manage as many waste management functions as possible.
16. Areas where improvements and savings can be made include:
  - 16.1 Running waste services and back-office functions as efficiently as possible.
  - 16.2 Greater consistency of service across Surrey, which would also improve the service for residents.
  - 16.3 Capturing more waste for recycling, which would reduce the need for costly residual waste disposal.
  - 16.4 Increasing income by expanding commercial waste services.
  - 16.5 Maximising the value of recyclable material through joint contracts and finding the most cost-effective outlets.
17. Some progress has already been made towards delivering these improvements. Following Cabinet approval in May, SCC is implementing plans to take on the management of kerbside collected recyclable material, in anticipation of further partnership arrangements being put in place.
18. In addition to the significant financial savings, a number of other benefits will result from the co-ownership approach:
  - 18.1 Ownership of the entire waste agenda will ensure parity in relationships between all partner authorities and priorities would be aligned.
  - 18.2 For the first time, Members across the two tiers would be able to make decisions on the whole of waste management in Surrey, to the benefit of Surrey residents.
  - 18.3 All authorities would share a consolidated waste budget and would benefit from all savings generated.
  - 18.4 As a single body, the joint entity could enter into contracts and develop infrastructure more simply and efficiently and at the most appropriate scale. The entity would also benefit from greater influence in the materials market and over the entire waste supply chain.
  - 18.5 Communication with residents would be improved as this would be managed centrally without the need to duplicate campaigns across authorities. Confusion around waste and recycling messages is also likely to be reduced through the unification of collection services and consistent communications messages.
19. More work will need to take place to agree the precise nature of the 'final state' co-owned entity and the legal form and governance arrangements are yet to be determined. There are a number of options including an administering authority or a separate company.

20. In terms of cost sharing, as a high level principle, it is proposed that each partner will own a percentage of the total budget so that costs and savings are shared fairly and equitably.
21. Changes of this magnitude will require a phased delivery. Current arrangements are often tied to existing contracts or the lives of vehicle fleets. Authorities may also have different appetites for integrating their services with those of other authorities. Therefore it is proposed that delivery starts with the authorities that are able to change now.

### Phase 1: Joint waste collection contract

22. The first phase, which is already happening, is the letting of a joint waste collection contract for Elmbridge, Mole Valley, Surrey Heath and Woking, with support from SCC.
23. All four councils have agreed an Inter Authority Agreement (IAA), to create a shared waste function that is governed by a Joint Committee. These arrangements will be established by early 2017.
24. The IAA, and the procurement route used, allows for other Surrey Waste Collection Authorities to enter into the contract if they wish. The principles developed for the joint collection contract provide a template for joint working in Surrey, and can be used as a basis for the co-ownership approach.
25. The four joint waste contract authorities have worked closely and successfully together to deliver significant financial savings and service improvements on the collection aspects of waste management. They have aligned their services and will create a shared waste function as well as a Joint Committee to govern the contract.

### Phase 2: Integration with the Waste Disposal Authority

26. There is an opportunity to further reduce the duplication of waste functions, and to align waste disposal and waste collection policies and services, by integrating SCC WDA functions with the joint collection contract functions.
27. Surrey County Council has two **core functions** as a Waste Disposal Authority, which it carries out through a 25 year PFI contract with SUEZ:
  - To arrange for the disposal of controlled waste collected by Surrey's WCAs
  - To provide places for, and disposal of, waste deposited by householders in the county i.e. the CRCs.
28. In addition to these core functions, the way that waste management operates in Surrey means that the disposal authority also has a number of functions that enable the two tiers of waste management to operate, and works with WCAs to increase performance and efficiencies and reduce costs (the WDA **partnership functions**):
  - Kerbside improvement initiatives to increase recycling and reduce waste arisings
  - Data management and monitoring
  - Payments to the WCAs
  - Taking on the management of kerbside collected recyclables as current arrangements come to an end
  - Policy development and alignment

- Performance monitoring and management
  - Engagement with government, the waste sector, industry and others on the waste agenda.
29. In order to develop a case for integrating the totality of the Waste Disposal Authority functions into the joint entity, further work is required to develop a business plan, and a fair and transparent cost sharing mechanism, as these functions will only be transferred to the joint entity if it is economically advantageous to do so.
  30. Whilst this work takes place, it is proposed to widen the scope of the shared waste function created by the joint collection contract authorities, to include the WDA partnership functions. This would still be governed by a Joint Committee, which would be expanded (with a new IAA) to include Member representation from SCC. This arrangement would not expose SCC to any increased costs, risks or liabilities.
  31. Integrating the WDA partnership functions with the joint contract authorities will demonstrate the early benefits of single tier working by concentrating combined effort on the delivery of savings, would reduce the duplication of effort inherent in the current system, and would improve the service offered to Surrey residents.
  32. The WDA partnership function would continue to work with all Surrey WCAs to identify and deliver improvements and savings. The development of kerbside improvement initiatives could also be co-designed and integrated into the services of four collection contract authorities, enabling them to be more effective at increasing recycling and reducing residual waste, which will deliver cost savings.
  33. Successfully phasing the integration with the WDA will also build trust and understanding of the WDA core functions, paving the way for full integration more quickly, resulting in further improved performance and reduced costs for all authorities.
  34. It is proposed that the WDA partnership functions are combined with the four joint contract authority functions in early 2017/18. The case for further integration, which will include a detailed financial assessment, will be brought to Cabinet in June 2017, in anticipation of making further changes in 2018/19

#### **Other district and borough councils joining the entity**

35. The greatest savings will result from all partners adopting the co-ownership approach. SCC is committed to working with all WCAs to understand their individual situations and find an approach to delivering services that is mutually beneficial, and delivers value for Surrey residents.
36. All authorities will have the opportunity to explore, through the SWP, how joining the co-owned entity may work for them in practice and to develop an appropriate timetable for reaching a decision.
37. In addition to this, authorities will be invited to consider the benefits of joining the joint waste collection contract, though it is recognised that those authorities with Direct Service Organisations may wish to consider the merits of retaining these.

#### **Financial arrangements for 2017/18**

38. Introducing a single co-owned entity to manage waste in Surrey has the potential to significantly improve performance and reduce costs for all authorities in the county, and SCC is committed to supporting the delivery of this agenda. However, it will take

some time for this new way of working to be implemented and for its projected financial benefits to be realised.

39. To enable SCC to make savings from its waste budget in the interim period, in addition to the actions described earlier in this report, it is proposed that changes are made to the current financial transfers between the County Council and district and borough councils in 2017/18, in anticipation of more fundamental changes from 2018/19 onwards.
40. In March 2015 Surrey Chief Executives agreed that the current system of cross-tier financial transfers is not effective and will not be retained, and since then discussions have taken place in a number of forums regarding the need to make savings (as detailed in the Consultation section below).
41. An initial proposal for changes to financial transfers in 2017/18, set out in terms of a number of options, was discussed by the Surrey Waste Partnership at their September 2016 round of meetings. Following this, a revised proposal was developed and this was discussed at the Surrey Chief Executives meeting on 4 November and at Surrey Leaders on 23 November.
42. The proposal considered by Surrey Leaders included changes to four financial mechanisms; food waste, green waste, performance reward, recycling credits and a change to the SWP Distribution Fund, which is used for performance improvement initiatives. There was concern about making changes to the recycling credit arrangement prior to agreeing a longer term replacement, therefore the recycling credit will remain in its current form. The proposed changes for 2017/18 are now as follows:
- 42.1 Moving from an annual lump sum to support food waste collections to a variable payment in 2017/18, paid at a rate of £16 per tonne.
- 42.2 A 25% reduction in green waste payments in 2017/18.
- 42.3 In response to feedback from the SWP, it is proposed that a new fund of £200,000 is set up to reward high recycling performance. Reward payments based on performance in 2017/18 will be made at the end of that year.
- 42.4 In response to feedback from Surrey Leaders, a fixed payment from WCAs to SCC is proposed, equivalent to a 10% reduction in the recycling credit rate.
- 42.5 A reduction in payment to the SWP Distribution Fund from a projected £695,000 to £250,000. The monies in this fund will be ring-fenced for new projects aimed at increasing recycling performance.
43. The proposals and their financial impact are summarised in the table below.

<b>Proposal</b>	<b>Projected impact</b>
Food waste payments	-£95,000
Green waste payments	-£385,000
New performance reward grant	£200,000
Fixed payment equivalent to 10% reduction in recycling credit	-£597,000
<b>Total impact on Waste Collection Authorities</b>	<b>-£877,000</b>
SWP Distribution Fund	-£445,000
<b>Total saving for Surrey County Council</b>	<b>-£1,322,000</b>

**Table 1: Projected impact of proposed financial changes in 2017/18**



44. These changes are projected to save SCC £1.3 million in 2017/18, of which £877,000 will come from reduced payments to WCAs, though additional efforts to increase recycling would significantly reduce the impact of the proposed changes on WCA budgets.
45. It is believed that this new proposal represents the best and fairest approach for a re-designed set of financial mechanisms, given the need to make savings in the short term, and provide a greater focus on incentivising high recycling performance, particularly in respect of food waste.

### **Next steps**

46. Subject to Cabinet agreement at the 13 December meeting, SCC will write to Surrey districts and boroughs to confirm the revised financial arrangements for 2017/18. Work will continue on creating a new financial arrangement to be put in place from 2018/19 onwards in order to provide longer-term financial certainty for district and borough councils. This work will be closely linked with decisions on how financial arrangements within the co-owned joint entity will be set up.
47. SCC will continue to carry out the administrative tasks required to centrally manage kerbside collected recyclables in order to deliver best value to Surrey residents. This will include writing to all WCAs to confirm future arrangements.
48. Subject to Cabinet agreement, SCC will transfer its WDA partnership waste functions to the co-owned joint entity in early 2017/18.
49. SCC will continue to work with SUEZ to deliver cost savings. The Strategic Director for Environment and Infrastructure will act as the contractual representative for the waste disposal contract and lead negotiations with SUEZ.
50. The Strategic Director will also oversee the appraisal of benefits from transferring the core WDA functions to the co-owned entity. Proposals for management of the core functions, including a detailed financial assessment, will be brought to Cabinet in June 2017.
51. SCC will continue to support the work of the SWP in developing a single co-ownership approach for managing waste services across the county between now and 2018/19, and will continue to work with all district and borough councils to identify satisfactory arrangements, and an appropriate timetable for change, that will deliver benefits for all partners and Surrey residents.

<b><u>CONSULTATION:</u></b>
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### **SWP Future**

52. The benefits of working better together were discussed with Surrey Chief Executives at their September 2014 meeting. Following this meeting, between October 2014 and March 2015, one to one visits with all district and borough councils took place in order to discuss short term improvement opportunities and the future of waste management in Surrey. These discussions involved:
  - SWP Chief Executive sponsors (or a deputy)
  - SWP Member representatives
  - SWP Manager
  - SWP Officer Chairman

- WCA Portfolio Holders
  - WCA Leaders
  - WCA Chief Executives
  - WCA Lead Officers.
53. Whilst there was general consensus that savings opportunities should be pursued, there was a range of views on what is required if they are to be successfully delivered. It became clear that authorities have different starting points and the appetite for the nature, scale and speed of change varies.
54. The findings of the visits were reported back to Chief Executives at their March 2015 meeting. The outcomes of this meeting were that:
- the current system of cross-tier financial transfers is not effective and will not be retained
  - all 12 authorities must make a commitment to drive value across the whole system to reduce costs and benefit Surrey tax payers
  - the nature and pace of what could or should be done in collaboration varies between the authorities
  - officers should continue to explore new ways of working and report back.
55. A further report was taken to the SWP and Surrey Chief Executives in March 2016 which outlined a suggested direction of travel for how waste management in Surrey will work in the medium to long term, based on a co-ownership model, as described above. Chief Executives agreed that those authorities ready to move forward now should do so, and those that were not should consider what would be required for them to get there.
56. Since March 2016 SCC has worked closely with SWP colleagues to identify how savings may be realised and the SWP Future business case has been developed.
57. The SWP Future project was discussed at the June and September 2016 cycles of SWP meetings. Following the September Members' meeting, the proposed timetable was revised and it was agreed that costs and saving projections would be refined throughout the business planning stage.
58. SWP Future has also been discussed at various meetings of the joint waste collection contract group and also at the September meetings of Surrey Chief Executives and Surrey Leaders.
59. Three of the four joint waste collection contract authorities have formally considered the SWP Future business case and have agreed to the principle of adding SCC's WDA partnership functions to the co-owned entity, with the final council due to make a decision regarding this in December.
60. SCC has set up a Member Reference Group to consider the issues around SWP Future and this has had three meetings so far. A report was also taken to the October meeting of SCC's Economic Prosperity, Environment and Highways Board, where Members were supportive of proposals.

### **Financial arrangements for 2017/18**

61. Proposals for revising financial arrangements in 2017/18 were discussed at the September cycle of SWP meetings and at the November meetings of Surrey Chief Executives and Surrey Leaders.

62. The need for revised financial arrangements has also been considered by the SCC Member Reference Group and were discussed at the October meeting of SCC's Economic Prosperity, Environment and Highways Board.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

	<b>Risk</b>	<b>Mitigation</b>
63.	WCAs do not agree to the 2017/18 financial arrangements set out in paragraphs 42 and 43.	Consider alternative solution that enables SCC to recover equivalent savings.
64.	Not all district and borough councils wish to either adopt the co-ownership approach, or to adopt at the same time and in the same way	Extensive engagement at Member and Officer level. Identify plans that are mutually beneficial and take account of individual circumstances.
65.	Speed and extensiveness of change not enough to fully realise savings	Continue to positively engage with stakeholders to develop programme of work and regularly review savings projections to ensure delivery remains on target
66.	SCC is unable to make required changes within existing contractual arrangements with SUEZ	Early engagement with SUEZ. Maintain open and transparent relationship to ensure SCC and SUEZ are working towards shared goals that deliver mutual benefit.

#### **Financial and Value for Money Implications**

67. SCC's Medium Term Financial Plan (MTFP) requires savings rising to £12.6 million per year by the end of 2020/21, and the plans described in this report contribute towards this target. Other activities aimed at delivering these savings requirements include :

67.1 A number of service changes at CRCs, including reducing the opening days and hours, charging for some non-household materials, opening reuse shops, and taking steps to reduce the amount of unauthorised trade waste being brought to the sites.

67.2 A review of the SUEZ contract to seek further opportunities for efficiencies and cost savings.

67.3 A comprehensive kerbside improvements programme aimed at increasing efficiency and improving recycling performance.

67.4 Maximising the value of material by seeking the most cost effective management solutions.

#### **Section 151 Officer Commentary**

68. The County Council is facing a very serious financial situation, whereby it is forecasting a significant revenue budget overspend in this year, and does not have a balanced nor sustainable budget plan for future years. The proposals outlined in this report are designed to deliver cost savings to Surrey district and borough councils and to the County Council, contributing to MTFP savings of £12.6m per year by

2020/21. The Section 151 Officer notes that the savings shown in paragraph 43 are estimates, and take account of anticipated future changes in waste volumes.

#### **Legal Implications – Monitoring Officer**

69. The responsibilities of the Council as Waste Disposal Authority for Surrey and the districts and boroughs as Waste Collection Authorities are set out in paragraphs 1 and 2 above. This report proposes that some of Surrey's functions are transferred into an arrangement with four of the districts and boroughs to meet those duties in the most cost effective and efficient way possible. Legal Services will continue to advise on identifying the most appropriate model to support the arrangements. If there is any change to service provision a public consultation exercise will take place. As the changes develop staff affected will need to be consulted and informed in line with the TUPE regulations.
70. The report also proposes that reasonable changes are made to the financial transfers from Surrey to the districts and boroughs for 2017-18 which are within Surrey's statutory powers.

#### **Equalities and Diversity**

71. The Equalities Impact Assessment for the Joint Municipal Waste Management Strategy was summarised in paragraph 54 of the 24 May 2016 Cabinet report, and the mitigating actions within this remain valid.
72. As the plans described in this report develop, Equality Impact Assessments will be completed as part of the project planning and implementation process.

#### **Climate change/carbon emissions implications**

73. Increased efficiency and better performance arising from working together to deliver waste services more effectively is likely to have a beneficial impact, for example:
- Reducing waste arisings and recycling material rather than disposing of it reduces the carbon impact of producing new materials and the associated emissions from packaging, transportation and disposal.
  - Joint working and rationalising services will improve collections routes and disposal efficiency, reduce the number of vehicles required and the associated emissions from haulage.

#### **WHAT HAPPENS NEXT:**

74. Subject to Cabinet approval, SCC will:
- Notify district and borough councils of the revised financial arrangements for 2017/18.
  - Carry out the actions summarised in paragraphs 47 to 51 of the above report.
  - Return to Cabinet in June 2017 with detailed proposals for the future management of core SCC Waste Disposal Authority functions.

**Contact Officer:**

Matt Smyth, Waste Development Group Manager  
Tel: 020 8541 7998, matthew.smyth@surreycc.gov.uk

**Consulted:**

Consulted on issue: See Consultation section above

Consulted on the report to Cabinet:

- Strategic Director Environment and Infrastructure
- Legal Services

**Annexes:** None

**Sources/background papers:**

- Cabinet Reports: 25 November 2014, 24 February 2015, 12 May 2016
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