

**CAMBRIDGESHIRE AND PETERBOROUGH WASTE PARTNERSHIP (RECAP):  
APPROVAL FOR THE PARTNERSHIP CHARTER**

*To:* **Cabinet**

*Date:* **17<sup>th</sup> January 2012**

*From:* **Executive Director: Environment Services**

*Electoral division(s):* **All**

*Forward Plan ref:* **2012/011** *Key decision:* **Yes**

*Purpose:* **To outline closer partnership working across the Cambridgeshire and Peterborough Waste Partnership (RECAP) and the development of business cases for the potential integration of services across the partners.**

*Recommendation:* **To adopt the RECAP Advanced Partnership Working Charter that sets the direction for closer working across the Cambridgeshire and Peterborough Waste Partnership.**

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## **1. BACKGROUND**

- 1.1 The Cambridgeshire and Peterborough Waste Partnership (RECAP) has been a successful partnership, primarily delivering benefits to the individual authorities, by working together on various projects and in service delivery for local residents. However, members and officers recognise that more could be achieved by an enhanced partnership approach. Independent research work has also helped identify a way forward.
- 1.2 RECAP was formed in 1999 and consists of the five District Councils, Cambridgeshire County Council and Peterborough City Council. Its remit is the management of municipal waste, waste-related environmental crime and commercial waste management.
- 1.3 The Partnership's success has been recognised through Beacon Status in 2006/07 and the award of Green Flag Status in 2009 for reducing waste in the area and demonstrating exceptional performance from which others can learn. The recycling and composting performance across the Partnership area is one of the highest in the country with a recycling/composting rate of over 54%, making Cambridgeshire amongst the top three performing two-tier authorities since 2003.
- 1.4 Recognising new financial challenges, RECAP began a project in November 2010 to understand the options for advanced partnership working in waste. RECAP secured external match funding from Improvement & Efficiency South East (IESE) to engage a consultancy (Eunomia Research and Consulting Ltd) to explore and appraise options for advanced partnership working. The final report was presented to the RECAP Board in April 2011.

## **2. PURSUING ADVANCED PARTNERSHIP WORKING**

- 2.1 Eunomia worked with the Partnership in the first stage of the project to understand what 'Advanced Partnership Working' could mean and look like for RECAP. This involved various forms of work and engagement with partners. These included understanding individual service needs in relation to partnership working, the perceived strengths and weaknesses of current partnership working and the different forms of advanced partnership working in waste as options and opportunities for RECAP.
- 2.2 The outcome of this initial piece of work identified two potential kinds of advanced partnership working for RECAP. The first builds on and develops the current Partnership to effectively deliver joint projects/ventures in waste, presenting a range of potential examples of joint projects/ventures and assessing these in terms of the value for the Partnership. Some of the projects being considered are:

Joint Trade Waste Service	Joint Waste Committee	Joint Efficiency Reviews
Joint Bulky Waste Service	Joint Procurement	Infrastructure Harmonisation

- 2.3 The second type of advanced partnership working considered the formation of a Joint Waste Committee. This would involve decision-making powers being granted to a group of elected members, appointed by the constituent authorities, enabling decisions to be made on integrated service delivery.
- 2.4 Appraisal of these options focused on their financial benefit to the Council Tax payers in the Partnership area. The project scope included all seven partnering authorities. However, due to other commitments, Peterborough City Council was unable to actively take part.
- 2.5 Following elections in May 2011 a new RECAP Board was formed, which consists of members from each of the partnership authorities. The next stage of the project was to seek a way forward from the new RECAP Board in view of the options appraised.
- 2.6 In September 2011, the RECAP Board met to discuss a vision, objectives, guiding principles and priority work programme for the RECAP partnership. Members agreed the need to be more ambitious in their collaborative working and that challenging times required bold decisions. However, there was also recognition that each partner authority had differing political, financial and operational pressures and that the partners must recognise and respect these and build trust to overcome future challenges. All agreed that the key success criteria for the Partnership would be improved value for money and customer service.
- 2.7 From this meeting a Charter on Advanced Partnership Working was drafted. This lays out the agreed vision, objectives, guiding principles and governance arrangements for the Partnership. This will provide partners with a solid basis of agreement in order to carry out the above and make decisions within a formal framework. The Charter is attached as Appendix A and its adoption by the Council is being sought. All references, including those in the organogram, refer to the RECAP partnership and its constituent partnering authorities.
- 2.8 Elected members agreed that they required more detailed information to take back to their respective authorities before decisions could be pursued on the detail of advanced partnership working. Members asked that outline business cases (OBC) be developed for the following areas with champions working on specific projects:
- Joint Waste Committee – it was recognised this might not deliver immediate cashable savings, but joint decision-making would be a key enabler of future efficiency and customer service improvements. Project champion – Mike Hill, Corporate Director, South Cambridgeshire District Council
  - Joint Trade Waste Delivery – agreed to look at use of assets and the opportunity of forming a new venture company. Project Champion – Jas Lally, Head of Refuse and Environment, Cambridge City Council

- Joint Procurement Opportunities – the potential for vehicles, contracts etc. Project Champion – Eric Kendall, Head of Operations, Huntingdonshire District Council

2.9 In October 2011 the Cambridgeshire Public Service Board (CPSB), under the chairmanship of the County Council's Chief Executive, agreed to the above approach and Jean Hunter, Chief Executive of South Cambridgeshire District Council, became the overall programme sponsor. Her role is to:

- Promote visibility of this work
- Ensure clear communication and engagement with CPSB
- Sponsor briefings and engagement with the Leaders and Chief Executives meeting
- Oversee project deliverables.

2.10 The next stage for the partnership will be to receive the outline business cases in the next financial year.

### **3. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING**

#### **3.1 Supporting and protecting vulnerable people when they need it most**

There are no significant implications for this priority.

#### **3.2 Helping people to live independent and healthy lives in their communities**

There are no significant implications for this priority.

#### **3.3 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- Closer partnership working will facilitate:
  - A more integrated approach in the delivery of waste services to householders.
  - Improved services, at the most economic cost, for businesses and particularly micro and small enterprises in rural locations.
  - Sustained value for money that is not at the expense of customer service and satisfaction.
  - The leveling-up of services across the whole of the partnership area.

#### **3.4 Ways of working**

The following bullet points set out implications identified by officers for:

- *Being a genuinely local Council* – The Charter and development of advanced partnership working will allow decision making, budget

setting and the provision of waste services to be made at the most local level.

- *Making sure the right services are provided in the right way* – By working with RECAP partners, value for money waste services will be able to be provided in a sustainable way.
- *Investing in prevention* – A joined up approach will allow RECAP partners to maintain promotional activities towards reducing total waste arisings and a consequential lower cost for collection and disposal.
- *Working together* – The Charter will endorse an already effective partnership and allow partners individually and collectively to achieve best possible value for money in sharing in the delivery of waste services.

#### **4. SIGNIFICANT IMPLICATIONS**

##### **4.1 Resource and performance implications**

The following bullet points set out details of significant implications identified by officers:

- Whilst the costs of developing the cases for advanced partnership working will be initially met from RECAP pooled finances, there may be a requirement based on their outcomes to revise budgets in autumn 2012.
- The collection and disposal of waste and recycle is a large cost to Council Tax payers and the introduction of more efficient ways of working will produce a saving dependent on the extent of joint working projects undertaken.

##### **4.2 Statutory, risk and legal implications**

There are no significant implications, at this stage, for any of the prompt questions within this category.

##### **4.3 Equality and diversity implications**

There are no significant implications, at this stage, for any of the prompt questions within this category.

##### **4.4 Engagement and Consultation**

There are no significant implications, at this stage, for any of the prompt questions within this category.

<b>Source Documents</b>	<b>Location</b>
RECAP: Creating an Advanced Partnership; Eunomia Research and Consulting Ltd; April 2011	Waste Management CC1215 Castle Court Shire Hall, Cambridge

## RECAP ADVANCED PARTNERSHIP WORKING CHARTER

Version: 1.0

Date: October 2011

Circulation:

Title/Group	Date
Cambridge City Council - Cabinet	January 2012
Cambridgeshire County Council - Cabinet	January 2012
East Cambridgeshire District Council - Community and Environment Sub committee	January 2012
Fenland District Council - Cabinet	January 2012
Huntingdonshire District Council - Cabinet	January 2012
Peterborough City Council	
South Cambridgeshire District Council - Cabinet	January 2012

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### Purpose

This Partnership Charter was developed by the RECAP Board and encapsulates RECAP's approach to advanced partnership working. The Board has directed that the Partnership be 'more ambitious in its collaborative working' and 'bolder in its decision-making', with the expectation of 'tangible delivery' with 'pace and purpose'. Developments had to respect individual Council positions and differences – avoiding an 'all or nothing' approach in the progression of opportunities.

#### **RECAP Partners**

Cambridge City Council  
 Cambridgeshire County Council  
 East Cambridgeshire District Council  
 Fenland District Council  
 Huntingdonshire District Council  
 Peterborough City Council  
 South Cambridgeshire District Council

#### **RECAP Board Members**

Cllr Jean Swanson  
 Cllr Matthew Shuter  
 Cllr Kevin Ellis  
 Cllr Pete Murphy (Chair)  
 Cllr Darren Tysoe  
 Cllr Matthew Lee  
 Cllr Sue Ellington

## Vision

In October 2011 RECAP agreed the following outline vision for advanced partnership working:

***‘Working ever closer together to deliver the best most cost effective waste services for the benefit of all local communities in Cambridgeshire’.***

## Objectives

Advanced Partnership Working in RECAP will seek to deliver:

- **Increased best value for money.** Achieving sustained value for money, not at the expense of customer service and satisfaction.
- **Increased service improvement.** Improving services for local areas based on what local communities say and need.
- **Improved environmental performance.** Reducing the carbon impact of service delivery and waste management.
- **Leveling-up of services.** Achieving consistently high quality services across the partnership area.

## Guiding Principles

Advanced Partnership Working guiding principles, underpinning the achievement of the vision and objectives are:

- **Strong leadership and clear governance**
- **Commitment to the partnership**
- **Good communications and continuous dialogue**
- **Build trust through openness, honesty and transparency**
- **Learn from each other**
- **Treat each other as equals with respect**
- **Willingness to compromise**
- **Seek a benefit to all partners to their mutual advantage**
- **Deal with issues promptly and effectively**
- **Deliver through clear and agreed project management methodology**
- **Contribute to joint ventures in a fair and equitable way**
- **Make decisions at the appropriate level**

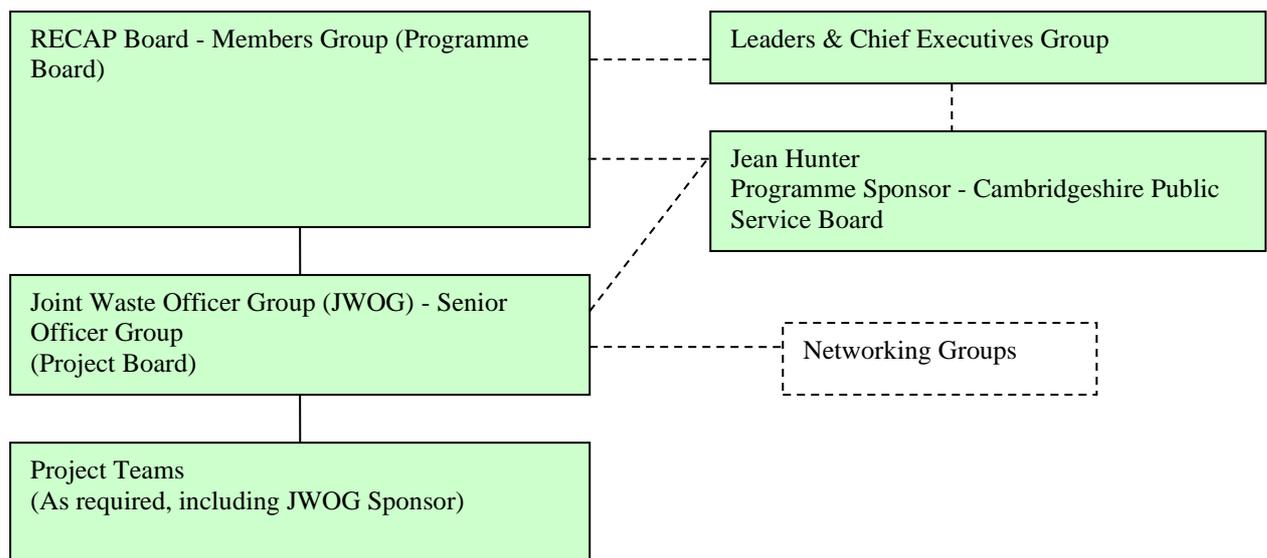
## Scope of Activities

Advanced partnership working activities will extend to all waste related service delivery.

## Governance

The following governance arrangements have been set up to oversee the RECAP Advanced Partnership Working development:

### Organogram



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## Roles and responsibilities

### Programme Sponsor

- Promotes visibility of work.
- Ensures clear communication and engagement with the Cambridgeshire Public Service Board.
- Provides briefings and ensures engagement with the Leaders' & Chief Executives' meeting.
- Oversees project deliverables.

### Programme Board

- Oversees the development of a partnership work programme on behalf of their respective authorities.
- Approves and commissions all work on behalf of their respective authorities in accordance with internal decision-making processes.
- Sets all tolerances e.g. resources and timescales.
- Responsible for relevant communications to stakeholders as per communications plan.
- All papers for meetings of the Board will be made accessible to the public with an annual meeting of the Board to be held in public.

### Project Board

- Facilitates decision-making by the Programme Board and respective authorities on the development of a partnership work programme.
- Accountable to the Programme Board for the delivery of the advanced partnership working programme.
- Appoints and directs resource to deliver work programme, providing a sponsor for each project from the Project Board to sit on the Project Team.
- Provides direction and Mentorship to Networking Groups

### Project Teams

- Appointed as required Project Board as task and finish groups with roles and skills required by the project.
- Delivers project in accordance with direction from the Project Board.
- Includes an appointed Sponsor from the Project Board.