



To: Environment Scrutiny Committee
Report by: Head of Refuse and Environment
Relevant scrutiny committee: ENVIRONMENT SCRUTINY COMMITTEE 15 January 2013
Wards affected: All Wards

DRAFT ANNUAL REVIEW OF STRATEGIC PARTNERSHIPS

Non- Key Decision

1. Executive summary

1.1 The Executive Councillor for Environmental and Waste Services remit covers the work of the Cambridgeshire and Peterborough Waste Partnership (Recycling in Cambridgeshire and Peterborough). This report gives scrutiny members a feel for the direction of travel for this partnership and its developing priorities. It is part of a commitment given in the Council's "Principles of Partnership Working" that the Council's lead member in each partnership provide his or her scrutiny committee with an annual account of their work.

2. Recommendations

2.1 The Executive Councillor is recommended to:

- a) Continue to work with the Cambridgeshire and Peterborough Waste Partnership (Recycling in Cambridgeshire and Peterborough) to ensure that the strategic issues affecting the management of municipal waste (all waste under the control of an authority), environmental quality and wider waste management issues are responded to in a way that is appropriate for Cambridge.

3. Overview

3.1 Strategic partnerships in the county have begun to settle after a radical shake up that took place following the end of Cambridgeshire's Local Area Agreement and in response to national legislative and policy changes and a drive towards more efficient ways of working.

- 3.2 Some partnerships were rationalised or stopped meeting, a number of new partnerships covering the county and beyond emerged, but some, such as the Cambridgeshire and Peterborough Waste Partnership, continued because it was felt that they had a clear purpose and were performing well.
- 3.3 The Council's "Principles of Partnership Working" are intended to help guide our participation and provide aims that we wish to see achieved. The partnerships we are involved with should deliver benefits to local people and help achieve our vision for our communities. The principles also commit the Council's lead member within the partnership to providing an annual report giving an account of the work of the partnership to their scrutiny committee and for officers, where necessary, to bring 'in principle' decisions back through the City Council's own decision making and scrutiny processes to be confirmed (or otherwise). It is likely, therefore, that scrutiny committees may have discussed the work of partnerships more than once in a given year, depending on their work.
- 3.4 There are other significant partnerships that the Council is involved with that will be the subject of reports to other scrutiny committees that include:
- **Greater Cambridge Greater Peterborough Enterprise Partnership (LEP)**
 - **Cambridgeshire Horizons**
 - **Cambridge Community Safety Partnership**
 - **Cambridge and South Cambridge Local Strategic Partnership: Use of residual reward grant**
 - Cambridgeshire's **Shadow Health and Wellbeing Board** and its locality body, the Cambridge Local Health Partnership
 - Cambridgeshire's **Children's Trust** and its locality body, Cambridge and South Cambridgeshire Area Partnership

4. Cambridgeshire and Peterborough Waste Partnership

- 4.1 The Cambridgeshire and Peterborough Waste Partnership, also known as RECAP, involve the seven local authorities in the area. The purpose of the Partnership is to improve the management of municipal waste (all waste under the control of an authority), environmental quality and the wider waste role of local authorities influencing non-municipal waste management e.g. commercial and industrial waste. The partnership wants, through joint work, to help protect, maintain and enhance the environment through the provision of excellent services that meet local needs.

- 4.2 The partnership set out what it wanted to achieve in its Joint Municipal Waste Management Strategy (JMWMS) and supporting documents, which include a Waste Prevention Plan. Key targets within the strategy include:
- 50 – 55% of household waste recycled/composted by 2015
 - 55 – 65% of household waste recycled/composted by 2020
- 4.3 The partnership has also set the following as priority areas over the next three years:
- Waste prevention
 - Dry recycling
 - Trade waste recycling
- 4.4 The partnership has performed well, with its local authorities diverting a nationally significant proportion of their household waste from landfill. It operates through a networking structure and is directed by a Member level group (RECAP Board), which is supported by a Senior Officer group (Joint Waste Officer Group). It has two sub groups that cover: operations and marketing and communications. They help identify and pursue joint working and funding opportunities, share experience, knowledge and best practice, respond to changes in policy and legislation and maintain dependencies e.g. joint contracts. The Council contributes £11,000 to this partnership.
- 4.5 In addition RECAP administers a website that provides information on recycling at home, details of local recycling schemes and the location of recycling banks. It also shows how local people can reduce waste and swap and sell unwanted items, to promote and encourage this behaviour, and sponsors a number of events. There is help for local business that shows information on relevant legislation and recycling services.
- 4.6 The partnership is presently looking at how it can take forward a Whole System Approach to Waste Management and has agreed to work towards developing a full business case to improve the quality of waste management in the area and to obtain financial benefits. RECAP partners have also been working together to agree an approach on charging and recycling credits that is beneficial to all, including charges following changes to Controlled Waste Regulations.
- 4.7 Joint procurement is also being considered to look at purchasing vehicles and bins to generate savings. Other opportunities for joint ventures are being investigated. If, and when, these initiatives become sufficiently advanced and are appropriate to Cambridge's situation

they will be brought to this scrutiny committee and a decision to proceed taken.

- 4.8 An Advanced Partnership Working Charter that sets the direction for closer working across the Cambridgeshire and Peterborough Waste Partnership was agreed by the committee on 10 January 2012 and is shown in Appendix 1. It allows decisions to be taken within a formal framework and permits the partnership to be more ambitious in its collaborative working.
- 4.9 Recent partnership campaigns include:
- The Love Food/Hate Waste campaign, specifically the “Feeding the 1000”;
 - 59 community group events that had taken place as part of the Community Action Scheme
 - Recycling Education, which had focused on paper and cardboard at Primary School level;
 - The Wear it, Love it campaign – it was clear more people were using charity shops, although it was not known how far this was due to the campaign or the economic downturn.
- 4.10 The Council should continue to work with the Cambridgeshire and Peterborough Waste Partnership (RECAP) to ensure that the strategic issues affecting the management of municipal waste (all waste under the control of an authority), environmental quality and wider waste management issues are responded to in a way that is appropriate for Cambridge.

5. Implications

- (a) **Financial Implications**
The City Council has interdependencies with the partnership and could face additional pressures if some initiatives fail to deliver or redirect resources.
- (b) **Staffing Implications** (if not covered in Consultations Section)
- (c) **Equal Opportunities Implications**
The partnership will identify ways of involving all communities, including those who are more disadvantaged.
- (d) **Environmental Implications**
Business models that promote low carbon use and improve the sustainability of developments will be supported by the partnership.

(e) **Procurement**

The partnership is likely to procure or commission services to achieve its aims. Each project will be the subject of a business case, which will be reviewed by the scrutiny committee.

(f) **Consultation**

The individual projects and bidding streams will specify the groups of people to be consulted, especially where targeted work is required.

(f) **Community Safety**

The impacts on community safety are considered as a part of the appraisal of projects.

6. **Background papers**

These background papers were used in the preparation of this report:

1. Information held on the RECAP website, which can be found here:

<http://www.recap.co.uk/>

2. Papers to Environment Scrutiny Committee on 10 January 2012, which can be found here:

<http://www.cambridge.gov.uk/democracy/ieListDocuments.aspx?CId=177&MId=710&Ver=4>

7. **Appendices**

1. RECAP ADVANCED PARTNERSHIP WORKING CHARTER

8. **Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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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 |

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
 South Cambridgeshire District Council
 Peterborough City Council

RECAP Board Members

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

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**

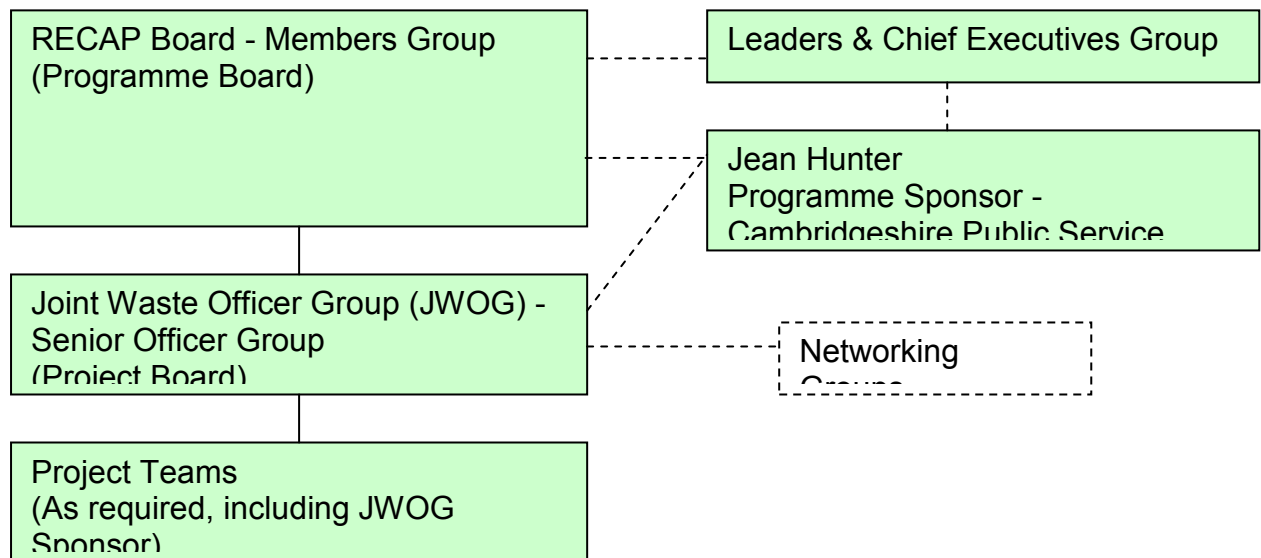
Scope of Activities

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



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.