

RECAP ‘Advanced Partnership Working’ Charter

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Date: October 2013

Circulation:

Endorsed by	Date
Cambridge City Council	tbc
Cambridgeshire County Council	tbc
East Cambridgeshire District Council	tbc
Fenland District Council	tbc
Huntingdonshire District Council	tbc
Peterborough City Council	tbc
South Cambridgeshire District Council	tbc

Purpose

This Partnership Charter was developed by the RECAP Board initially in October 2011 and encapsulates the RECAP approach to advanced partnership working. The Board had 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. Subsequently, Schedules have been added to capture the collaborations taking place across the advance partnership Whole Systems Approach work streams and within the spirit and principles of the Charter

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 (Chair)
 Cllr Pete Murphy
 Cllr Darren Tysoe
 Cllr Gavin Elsey
 Cllr Mick Martin

Vision

In October 2011 RECAP agreed the following outline vision for advanced partnership working, now with the addition of Peterborough City Council:

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

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**

Schedule 1

WHOLE SYSTEMS APPROACH

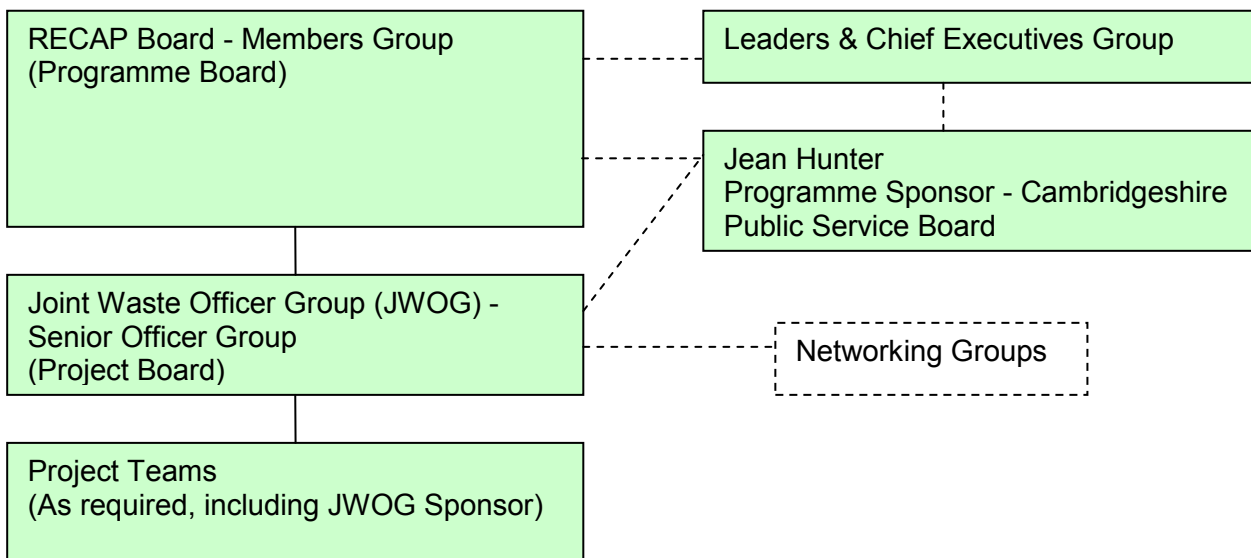
Scope of Activities

Advanced partnership working activities will extend to all waste related service delivery across the disposal and collection RECAP partners.

Governance

The following governance arrangements have been set up to oversee the RECAP advanced partnership working Whole Systems Approach 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.

Ends

SCHEDULE 2

Joint MRF Procurement

for the operation of a joint contract for bulking, sorting and onward processing/sale of recyclable materials.

GOVERNANCE AGREEMENT

October 2013

Applicability: To all RECAP partners, with the exception of Cambridgeshire County Council

Term: Effective from October 2013

Objective: To generate maximum value from recyclate which is dependent on all collected recyclate materials being presented collectively by the participating Partners working collaboratively together and in compliance with the detailed terms of the related Contract(s).

Governance:

RECAP acts collaboratively as the collective governance mechanism and point of contact for procurement and contract management purposes on behalf of its constituent contract Partners as set out in the agreed PID of 7 June 2013.

Organogram – to be inserted once agreed by JWOG (to detail strategic and operational contract management and monitoring arrangements)

Basis of Collaboration

The Partners declare that :-

- (a) they are independent Contracting Authorities;
- (b) they have, as they each deemed necessary obtained independent legal advice; prior to entry into the consortium;
- (c) they enter into the Joint MRF Collaboration at their own risk.

Principles of Collaboration

The Partners agree to operate the contract in accordance with the 'Objectives' and the 'Guiding Principles' of the RECAP Charter in their collaboration with each other.

In addition:

1. The Partners hereby commit to exclusively utilising the applicable contract(s) (for the duration, excluding any agreement to extend) for the bulking, processing and sale of their recyclable materials, either commingled or source separated and no Partner will retain any of these materials in pursuit of alternative selling opportunities.

- Any Partner leaving the contract agrees to be liable for any costs arising directly from their early termination as incurred by the Partners remaining in the consortium and any costs incurred related to the management of such a change (for clarity, such costs including reductions in income per tonne from the sale of materials that stem directly from the decision to leave until the end of fixed contract period)

Relationship Management:

The Partners agree to act collaboratively as RECAP and not independently in initiating any action against the Contractor employed under the terms of the Joint MRF Contract.

The Partners agree that once the MRF Consortium contract has been awarded, all partners are committed to participation in and to the detailed terms of that Contract, for the duration of the Contract (excluding any agreement to extend), thereby ensuring that all savings and efficiencies identified and projected prior to the start of the collaborative contract are achieved.

Partners have the right to opt out or terminate their involvement in the Contract if a Contractor is in serious or material breach as defined within the termination provisions of the Contract.

Contract Management:

Strategic contract management duties will be overseen by JWOG on behalf of all Partners to simplify the relationship with the Contractor.

JWOG will designate 'Point of Contact' officers from within the RECAP partner authorities resources to assist in any specialist areas required to manage the contract for the collective benefit of all Partners (*detail to be captured by organogram evolving from ITT*).

Partner authorities will manage day to day service and operational issues directly with the contractor, however, recurring issues across the partners should be highlighted to JWOG for direction and resolution.

Dispute Resolution

In the case of a disagreement between Partners and/or the Contractor engaged in the Joint MRF contract, reasonable endeavours will be made by JWOG to settle the disagreement swiftly, in line with the detailed provisions of Contract and overall spirit of the Charter.

Status:

Nothing in this Agreement is intended to, or shall be deemed to, establish any Partnership or joint venture among the Partners, constitute any Partner as the agent of the other Partners, nor authorise any of the Partners singularly to make or enter into any commitments for or on behalf of the other Partners.

Associated Documents:

Overall arrangements for the joint MRF procurement and contract operation are as set out in:

- PID dated 7 June 2013
- ITT dated 25 November 2013
- Contract(s) dated ...tbc...

The approach to Waste Framework Directive compliance and the issue of TEEP are as set out in the agreed 4 September 2013 RECAP Board paper.

Ends