

RECAP Advanced Partnership Working Charter

Version: 1.0

Date: October 2011

Circulation:

Title/Group	Date
Cambridge City Council	
Cambridgeshire County Council	
East Cambridgeshire District Council	
Fenland District Council	
Huntingdonshire District Council	
Peterborough City Council	
South Cambridgeshire District Council	

Purpose

This Partnership Charter was developed by the RECAP Board and encapsulates RECAPs 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**

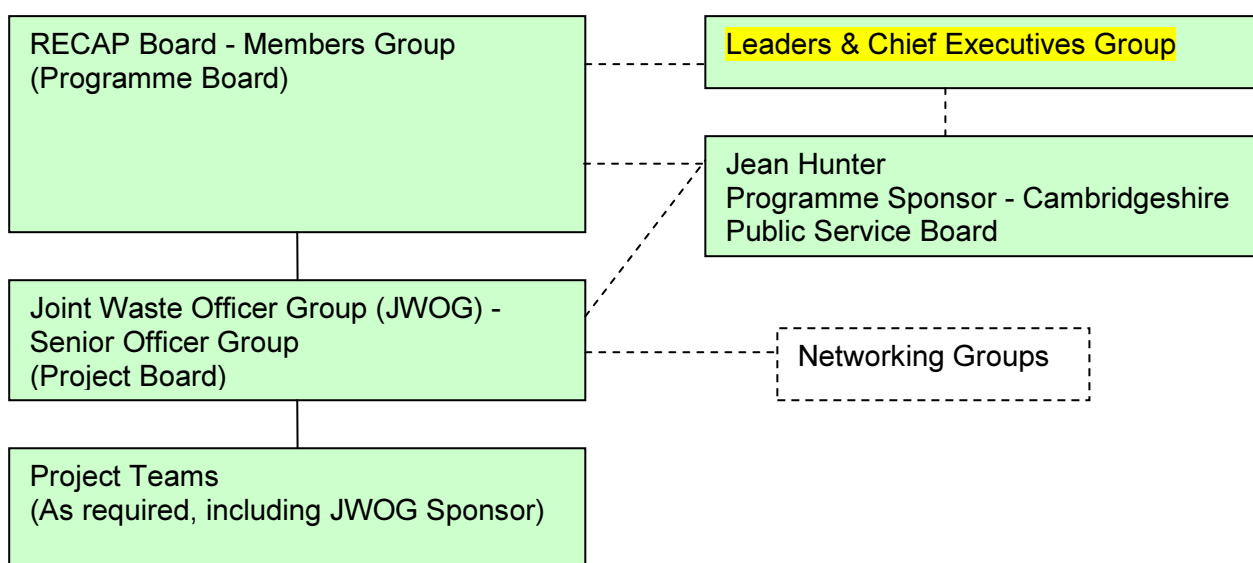
Scope of Activities

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



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.