

**ADVANCED WASTE PARTNERSHIP
(Report by the Head of Operations)**

1. PURPOSE

- 1.1 This report is about moving Cambridgeshire and Peterborough Waste Partnership (RECAP) to the next level of partnership working in order to gain the maximum advantage for the authorities collectively.
- 1.2 RECAP partnership has been a successful partnership to date, primarily delivering benefits to the individual authorities, by working together on various projects and in services 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.
- 1.3 Two types of advanced partnership working have been identified. These are:-
 - Joint projects or joint ventures
 - Joint Waste Committee
- 1.4 In order to take these forward a partnership charter has been drawn up, laying out important principles, vision and objectives. The charter will provide partners with a solid basis of agreement in order to carry out the above and make decisions within a formal framework.

2. BACKGROUND

- 2.1 The Cambridgeshire and Peterborough Waste Partnership (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.
- 2.2 Its success has been recognised through Beacon Status in 2007 and the award of Green Flag Status in 2009, which recognised partnership working in RECAP as key to 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 over 50%.

- 2.3 Recognising new emerging 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 to engage a consultancy – Eunomia, to explore and appraise options for advanced partnership working. The final report is included at Appendix A.
- 2.4 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 to understand 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.
- 2.5 The outcome of this initial piece of work identified two potential kinds of advanced partnership working in waste 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 list below:
- Joint Trade Waste Service
 - Joint Efficiency Reviews
 - Joint Bulky Waste Service
 - Joint Procurement
 - Infrastructure Harmonisation
- 2.6 The second type identified is the formation of a Joint Waste Committee, where decision-making powers are granted to a group of elected members appointed by the constituent authorities, therefore enabling decisions to be made on integrated service delivery.
- 2.7 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 were unable to actively take part.
- 2.8 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.
- 2.9 In September 2011, the RECAP Elected Members 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.

2.10 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 at Appendix B.

2.11 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 DC.
- **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 DC.

2.12 In October 2011 the Public Service Board (PSB) agreed to the above approach and Jean Hunter, Chief Executive from South Cambridgeshire DC became the overall Programme sponsor. Her role would be to:

- Promote visibility of this work.
- Ensure clear communication and engagement with PSB.
- Sponsor briefings and engagement with the Leaders' & Chief Execs' meeting.
- Oversee project deliverables.

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

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in the current year as a result of this report. Any budget proposals for 2013/14 and beyond will be considered within the normal budget cycle. However there may be a requirement based on the outcomes of the business cases presented 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 dependant on the extent of joint working projects undertaken.

4. RECOMMENDATION

- 4.1 It is recommended that the RECAP Advanced Partnership Working Charter is adopted and that outline business cases for any Advanced Waste projects are brought to Environment Scrutiny before a decision is made to proceed.

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