

# **Gloucestershire Waste Partnership**

## **Partnership Agreement & Terms of Reference**

Gloucestershire Waste Partnership (GWP) is an unincorporated partnership.

### **Vision**

To develop partnership working and sustainable waste management in Gloucestershire.

### **Aims and Objectives**

1. Developing a Joint Waste Board to deliver waste services on behalf of the Gloucestershire local authorities.
2. Preparing, implementing, monitoring and reviewing the Joint Municipal Waste Management Strategy (JMWMS).
3. Bidding for and managing third party funds for joint initiatives such as (but not limited to) waste awareness and marketing campaigns.

### **Legislative & Policy Context**

Sustainable waste management has an extensive legislative and policy context at national and EU level. This governs both waste practices and performance. A key driver for legislation and policy is the need to divert municipal waste from landfill. This can best be achieved by close partnership working between all local authorities in Gloucestershire.

In Gloucestershire, the partnership has agreed the Joint Municipal Waste Management Strategy. This includes objectives and targets to deliver more sustainable waste management and diversion of waste from landfill. All partners have agreed targets for increasing the county recycling and composting rate to 60% by 2020 and reducing residual waste per capita to 228kg (equivalent to 495kg per household) by the same year.

### **Membership of the Partnership**

The partnership is formed and exists to further the joint aims and policies of the seven district and county councils of Gloucestershire as set out in the JMWMS, namely;

Cheltenham Borough Council  
Cotswold District Council  
Forest of Dean District Council  
Gloucester City Council  
Gloucestershire County Council

Stroud District Council  
Tewkesbury Borough Council

Gloucestershire County Council shall act as lead partner of GWP.

The partnership will comprise of the elected member that has responsibility for waste management and the Strategic Director or Head of Service responsible for waste management from each constituent authority. Named substitutes will be permitted.

The partnership will be supported by the strategic waste officers group, who will prepare reports and recommendations for consideration by the partnership. Members of the strategic waste officers group will also attend GWP meetings.

Other officers or people with specialist knowledge may be invited to attend any meeting of the partnership if agreed with the Chairman before the agenda and any papers for the relevant meeting are sent out.

Meetings will not be open to the public.

### **Meeting & Charing Arrangements**

Partnership meetings are scheduled to take place on a quarterly basis.

Agreed minutes of meetings will be made available to the public via the partnership website at [www.recycleforgloucestershire.com/partnership/minutes](http://www.recycleforgloucestershire.com/partnership/minutes).

The elected member representative of Gloucestershire County Council will chair the partnership. The elected member representative of Cheltenham Borough Council will act as vice-chairman. These arrangements will be reviewed once a Joint Waste Board has been formed or at such time that a decision is reached to not proceed with the development of a Joint Board.

Any member of the partnership can request the Chairman, in agreement with the Vice-Chairman, to call an extra meeting, providing a minimum of 10 working days notice of the meeting is given to each member of the group.

### **Structures & Roles**

As part of the Gloucestershire Conference the partnership is committed to the following principles;

- Treating all partners with equal respect.
- Giving each other the benefit of the doubt where misunderstandings or differences of opinion arise.
- Recognising that partners bring different contributions.
- Working through consensus without impeding progress.
- Focussing on getting things done.

- Expecting all partners to actively contribute to the partnership aims.
- Making things as simple and straightforward as possible.
- Communicating effectively so that partners can participate effectively.
- Making every effort to look after everyone's interest, recognising that this is possible without everyone being present.
- Monitoring and reviewing partnership successes and learning from these.

### **Amendments to Partnership Governance**

No formal agreement is in place for changing partnership rules and governance arrangements. However, this will be reviewed annually by GWP.

### **Business Planning and Performance**

Business planning is undertaken in line with the JMWMS. The JMWMS is implemented through annual action plans.

The JMWMS is available online at [www.recycleforgloucestershire.com/joint\\_strategy](http://www.recycleforgloucestershire.com/joint_strategy).

Performance success is driven by the objectives and targets contained within the JMWMS. Performance management is undertaken by monitoring and reporting against the following National Indicators;

- NI191 Residual waste per household (kg)
- NI192 Waste recycled and composted (% of total)
- NI193 Municipal waste landfilled (% of total)

### **Decision Making**

Decisions shall be reached by consensus and there will not be a requirement for voting. The partnership is not able to take majority decisions that are binding on all members. Any recommendations made will be considered for approval by each constituent authority. It will be for each authority to fund and arrange the implementation of any agreed policies or actions in accordance with their individual arrangements for the delegation of authority, or decision-making processes.

### **Risk Management Arrangements**

A risk register is maintained by GWP. This is reviewed and updated on a periodic basis.

### **Income**

GWP does not currently receive income. Implementation of the JMWMS is undertaken by constituent authorities from within existing budgets. However, where

relevant third party funding support is available to support the work of GWP bids will be made for this funding.

### **Information Sharing Between Partners**

GWP does not have in place a formal information sharing protocol. Existing corporate policies for information sharing at each partner authority will apply.

### **Data Quality**

LAA data quality protocols apply to GWP. These were adopted by the Community Strategy Executive Board in October 2007. They are available online at [www.gloucestershire.gov.uk/index.cfm?articleid=15178](http://www.gloucestershire.gov.uk/index.cfm?articleid=15178). The protocol requires that data be accurate, valid, reliable, timely, relevant and complete.

### **Fairness and Diversity**

Partners of GWP will operate in accordance with their corporate equalities policies, action plans, targets and performance indicators. This includes complying, as a minimum, with all legal requirements regarding equalities. In addition, GWP will;

- Involve voluntary and community sector groups to implement joint strategy activities at a grassroots level, for example through community composting schemes and community champions.
- Commit to undertaking Equalities Impact Assessments of all new service developments.

### **Code of Conduct**

All members are expected to contribute their experience and expertise to the Partnership's direction through the following actions, both in partnership meetings and when working on behalf of the Partnership;

- Attend partnership meetings and when unable to do so, to send a suitable deputy with appropriated decision-making powers.
- Attend other partnership groups according to need.
- Be prepared for meetings by reading papers, attending briefings, asking for explanation as appropriate.
- Ensure information is fed back to their organisations.
- Be committed to the equality of opportunity.
- Display consistency and honesty in achieving consensus through debate.
- Respect the views of other members.
- Respect confidential information.
- Remain focussed and strategic and on getting things done.
- Be participative, inclusive, accessible and non-stigmatising.

- Be prepared to learn from others and from good practice elsewhere.
- Make an effort to look after everyone's interest, recognising that this is possible without everyone being present.

## **Sustainability**

The JMWMS is built around the principles of sustainable waste management. During its' development this has been subject to a formal Strategic Environmental Assessment. Waste management operations and activities will be developed and maintained in line with JMWMS.

## **Conflict Resolution**

We will strive to work together in ways that help trust and mutual respect to develop between partners. Wherever possible, where different views or opinions arise partners will try to give one another the benefit of the doubt.

However, we recognise that from time to time, disputes may occur which give rise to conflict. To this end, the following process sets out how partnership related disputes will be managed between partners. The aim of this process is to reach a mutually acceptable solution between partners.

- In the first instance, partners involved in a dispute should aim to resolve the issue(s) between themselves.
- If the issue remains unresolved, either partner may then refer the issue to the LAA Manager, who will, in turn, refer it to the relevant partnership to deal with. Should a dispute directly involve the LAA Manager it may be referred to the chair of the Community Strategy Executive Board instead.
- If the issue remains unresolved there will be no further recourse within the LAA process. Partners may wish to seek further recourse through independent mediation or (as a last resort) legal action
- The LAA Manager should be informed of the outcome of this process, including whether or not the dispute has been resolved. Monitoring of this process will be reported as part of the 6-monthly review of the LAA.

## **Timescales**

The aims of GWP are to further the process of joint working and to implement the JMWMS. GWP operates to timescales in line with these processes.

## **Exit Strategy**

No arrangements are in place for close down of the partnership.

**July 2009**