

Schedule 5: Partnership Management Protocol

1. MANAGING PERFORMANCE

- 1.1 East Cambs Street Scene ('ECSS') over an agreed period shall have responsibility for developing an integrated workflow system/financial management/performance management system with an appropriate asset management database that shall also interface with the Council's Customer Relationship System.
- 1.2 Production of Monthly Performance Reports shall be a key service requirement for ECSS and shall produce Quarterly Performance Reports for ECDC.
- 1.3 The Monthly Performance Reports will be reviewed by the ECSS Management Team.
- 1.3 The workflow system shall be directly linked to the Council's CRM system to allow access for key managers of the Council.
- 1.4 The ECSS Director Commercial and ECDC Director Operations shall review the Quarterly Performance Reports and confirm actions for inclusion in the annually drafted Business Plan or for immediate remedial action.
- 1.5 Weekly operational review meetings shall be conducted by ECSS with ECSS managers and supervisors to ensure that work instructions are carried through and that remedial action is taken.
- 1.6 ECSS's Operations Manager and Supervisors' roles shall be based on the following requirements:
 - They ensure all works completed are to the agreed standards.
 - Daily worksheets are issued that are monitored daily in terms of quantitative and qualitative performance.
 - They ensure current works are carried out to the correct quality and industry standards.
 - Health and Safety guidelines are met and exceeded where possible.
 - Teams remain effective and productive.
 - Identify problems and possible service failures before they occur.
 - Performance monitoring against the Service Development Plans and Performance Stretch Targets.
- 1.7 Performance targets shall be set by work area for work to be completed within a work cycle and work completed to set standards.
- 1.8 Work teams and individuals shall be constructively challenged if work targets and standards are not being met, non-performance shall not be accepted and actively managed.
- 1.9 Customers satisfaction shall be measured by work area against set performance targets which shall be part of the performance management process.

1.10 Performance shall be annually benchmarked against an agreed suite Performance Stretch Targets, Schedule 1.

2. MANAGEMENT OF THE SERVICE

2.2 Roles and Responsibilities:

Council Management	Roles and Responsibilities
<ul style="list-style-type: none"> • ECDC Director Operations (or an Officer nominated by ECDC Director Operations as appropriate) 	<p>Policy and strategy development for the waste and street scene services; and oversight of service delivery to include:</p> <ul style="list-style-type: none"> (i) Development of policies for the waste and street cleansing services against which the services are to be delivered. (ii) Development of strategies for the realisation of the agreed policies for the waste and street services. (iii) Leading consultation in respect to the development of policies and strategies for waste and street cleansing, with ECSS providing support when requested. (iv) Development and review of the Memorandum of Agreement against which ECSS is to deliver the Services, including reporting to Full Council as required. (v) Development of the service specifications, (Inc. availability criteria and performance standards) against which the service is to be delivered. (vi) Agreeing the Annual Management Fee for the delivery of the Services. (vii) Reporting Quarterly Performance to the Shareholder Committee

ECSS Management Team	Roles & Responsibilities
<ul style="list-style-type: none"> • ECSS Director Commercial • ECSS Head of Street Scene • ECSS Operations Manager • ECSS Transport & Depot Manager • ECSS Waste Development & Support Manager • ECSS Finance Manager 	<p>Operational and financial management of the Services to include:</p> <ul style="list-style-type: none"> (i) Day to organisation and delivery of the service. (ii) Realignment of resources and work programmes. (iii) Proposals for improvement and/or variations to the service. (iv) Management of frontline disciplinary and grievance matters. (v) Management of attendance of frontline staff. (vi) Financial control of budgets and monitoring of income targets. (vii) Collation of waste disposal statistics to comply with statutory requirements.

Council & ECSS Management	Shared Roles and Responsibilities
<ul style="list-style-type: none"> • ECDC Director Operations • ECSS Director Commercial • ECSS Head of Street Scene 	<p>The strategic management of the Services and operational overview of service delivery to include:</p> <ul style="list-style-type: none"> (i) Quarterly monitoring, review and planning of future service delivery. (ii) Quarterly review of performance information and financial outturns against the annual budget envelop. (iii) Monitoring performance against the Annual Business Plan. (iv) Monitoring of Cambridgeshire County Council waste disposal arrangements in respect to their potential impact on collection services. (v) Negotiation of the annual Service Level Agreements for support services.

3. CORPORATE GOVERNANCE

- 3.1 Based on the roles and responsibilities set out in Section 2 above detailed below are the governance arrangements for the development and delivery of the waste and street cleansing services.

Council: Shareholder

Operational Services Committee: Development and oversight of policies, strategies and performance for the waste & street cleansing services.

Shareholder Committee (Operational Services Committee): Oversight of East Cambs Street Scene against the Shareholder Agreement.

ECDC Director of Operations – the Corporate Client: Development of policies and strategies for the waste and street cleansing services; setting of the annual budget envelop for the services; and oversight of the performance of the waste and street cleansing services.

Council Management and ECSS Management: Shared performance review of the services; agreeing shared work programmes; and planning of future service delivery.

ECSS Director Commercial: Operational and financial management of the waste and street cleansing services, with full responsibility for service delivery within the set budget envelop.

4. ACHIEVEMENT OF AUTHORITY OBJECTIVES

- 4.1 The Annual Business Plan shall be structured to deliver Council's objectives and prepared to an agreed format.

5. LIVERY AND LOGOS

- 5.1 The Council and ECSS shall have equal representation/acknowledgement in the branding/livery of vehicles and uniforms.

6. THE WORK VALUES FOR SERVICE MANAGEMENT

- 6.1 The following work values shall be adopted ECSS:

- Positive Outlook.
- Leadership and Involvement.

- Honesty and Openness.
- Staff Development.
- Respect in a caring environment.

6.3 All staff shall have Key Result Areas set for them which shall not only direct their on-going work but also as the basis of staff development and linked to the training matrix and individual objectives setting for staff.

7. PRODUCTIVITY LEVELS

7.1 Productivity levels are the responsibility and risk of ECSS to ensure delivery to agreed standards and to achieve set performance targets.

8. TRADE UNION INVOLVEMENT WITH THE SERVICES

8.1 The work values for the service shall be extended to the on-going working relationship with trade unions.

8.2 A written facilities agreement shall be negotiated with trade unions that gives full recognition and includes:

- A structure for meetings with trade unions.
- A structure for workforce meetings.
- The procedures and protocol for shop stewards undertaking their duties.
- The legal responsibilities of being a Safety Steward shall be rigorously enforced and involve monthly safety meetings.

9. HEALTH AND SAFETY ROLES AND RESPONSIBILITIES

9.1. Health and safety liabilities are the responsibility of ECSS.

9.2. ECSS shall adopt the following KPI's for health and safety against which the performance of ECSS shall be monitored.

- Number of RIDDOR incidents;
- Number of days lost due to a health and safety incident.

10. FINANCIAL ARRANGEMENTS

10.1 Monthly 'open book' statement based on an agreed proforma shall be produced monthly to be reviewed by the ECDC Director Finance and ECSS Finance Manager.

11. VEHICLES, PLANT AND EQUIPMENT

11.1. Vehicles, plant and equipment shall be either:

- a) Provided and maintained through ECSS at its own cost
- b) Provided through the Council and be subject to fleet hire charges being at market rates and on market conditions for the repayment of any debt for the vehicles provided.

11.2 ECSS shall carry out training in the use of all plant, equipment and vehicles at the start of the new service delivery arrangements and periodically thereafter.

11.3. Vehicles, plant and equipment shall be subject to on-going risk assessments to ensure the most appropriate vehicles, plant and equipment are being used.

12. DEPOT FACILITIES

12.1. The Portly Hill depot facility shall be used by ECSS and provided by the Council at an agreed rate that reflects market conditions.

13. SUPPORT SERVICES PROVIDED BY THE COUNCIL

13.1 The Council shall provide the following support services to ECSS during the Contract:

- ICT;
- Finance (including Audit);
- Payroll;
- Corporate Human Resources;
- Operational Human Resources;
- Management Support Services.

13.2 All Support Services Service Level Agreements shall be subject to annual review by the Council and Company in terms of the value for money that they deliver.