

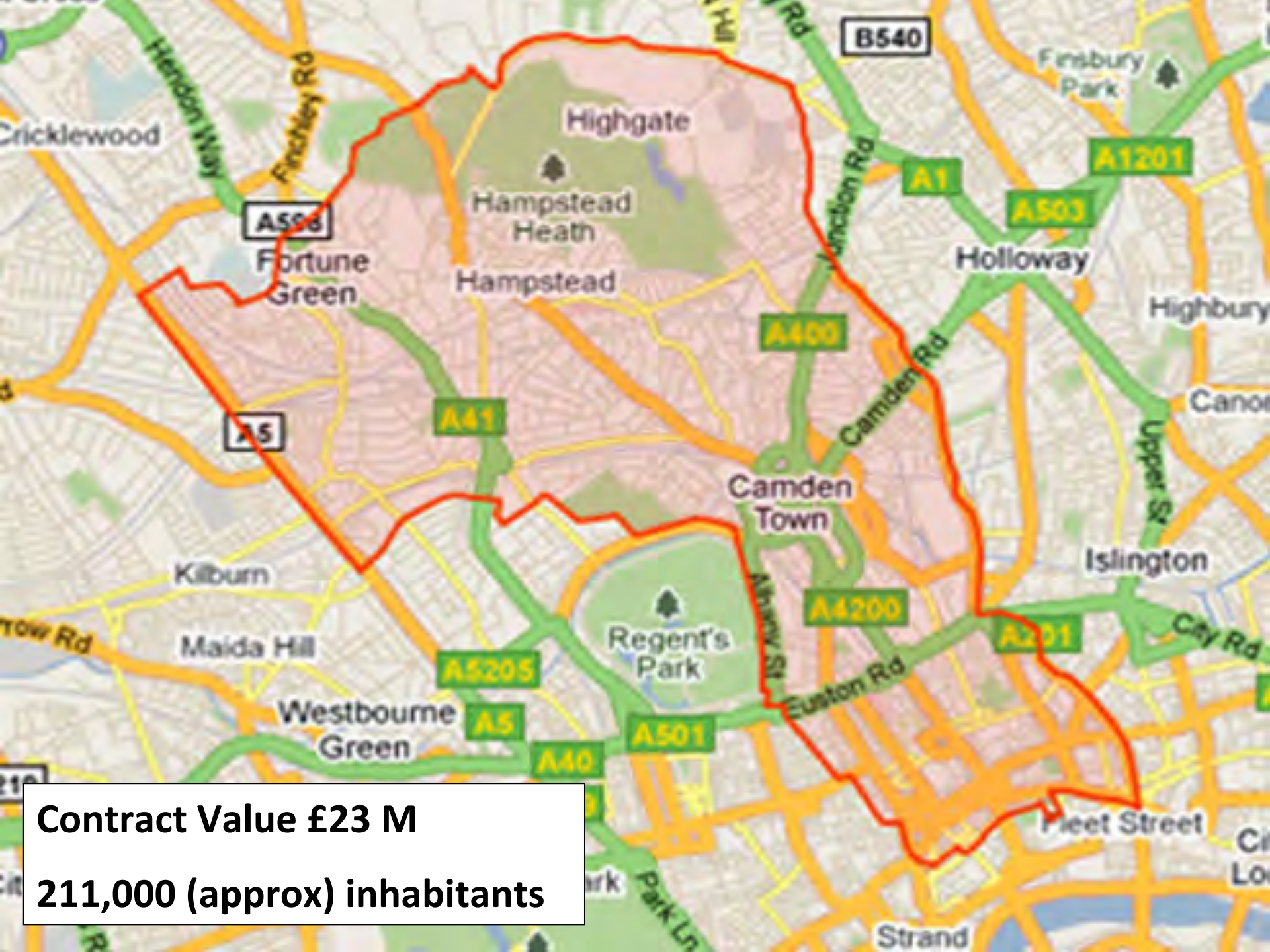
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# London Borough of Camden

## Municipal contract & Partnership working

Paul Dunphy: Head of Environment  
April 2013



**Contract Value £23 M**

**211,000 (approx) inhabitants**

# Key Facts

- One of the most densely populated and economically, and culturally diverse London boroughs
  - 211,000 residents in 8.4 square miles (which equates to 28,000 residents per square mile)
  - 97,000 households
  - 24,000 Businesses
- Three major railways stations (Euston, St Pancras and Kings Cross)
- Labour led Council since 2010
- North London Waste Authority (NLWA) member - with 6 other north London boroughs – Islington, Hackney, Barnet, Haringey, Enfield & Waltham Forest.

# Contract Summary

The Contract covers Street Cleansing, Recycling and Waste. It commenced April 2003 with a 7 year extension agreed in 2010 and expires in April 2017

Alperton Depot (9.5 mi)

1. Street cleansing village approach with a varying mix of manual and mechanical sweeping with two shifts AM/PM (limited night cover)
2. Refuse weekly collection, residential back door sack collection, containers on housing estates
3. Recycling constitutes commingled & food + garden with our current recycling rate at 32%. From July there will be containerisation of commingled collections (wheeled bins)

# Partnership Approach

- When in 2010 the new 7 year contract extension was awarded to Veolia we believed our relationship (between what was termed the Client & Contractor) had reached maturity and we worked on ***evolving our relationship into a partnership.***
- We agreed the terms of reference and on 28<sup>th</sup> May 2010 the formal Partnership Agreement was signed
- We jointly agreed and set up the Governance including an overall high level Partnership Board

# Partnership Board

The first board agreed that:

- Both parties would be Equal members
- Quarterly meetings with an Annual review
- Specialist or third parties welcomed

The board functions are to:

1. Understand and oversee medium and long term strategy
2. Monitor performance
3. Focus on innovative & proactive improvements/solutions
4. Resolve Issues
5. Ensure continued partnership ethos
6. Review Partnership Performance

# Partnership Ethos

## Embed Partnership throughout both organisations

- Sincere effort to understand the other partners obligations
- Just and faithful in all dealings relating to the contract
- Engender the spirit of cooperation
- Resolve differences using negotiation and discussion
- Communicate clearly, effectively and timely
- Efficient use of all resources
- Early warning to other partner of issue(s) (i.e. financial, political, perception)

# Day-to-Day Working in Partnership

To foster a successful working partnership at every level, the partners will ensure that:

1. Partners share the same ICT systems
2. Joint training and induction of staff will be encouraged
3. Sharing of experiences and expertise for mutual benefit
4. Regular joint monitoring, objective of improving service provision
5. No blame culture – share information in confidence
6. Clear and robust financial information including *open book accounting*



# Partnership Success

- Olympic 2012 planning and delivery
- Austerity measures, £4M - 3 year savings plan jointly agreed and implemented, basing an areas cleansing on its need with circa 70 frontline sweepers removed
- Move *from* twice weekly refuse collection to once weekly
- New recycling (commingled & containerisation) and refuse methodology agreed
- “Clean Camden” communications campaign with political agreement for tougher stance on enviro-crime, including more community responsibility and involvement
- Implementation of MIMS real time IT system



# Thank you