



PORTFOLIO AREA: LOCAL ENVIRONMENT

Date of Meeting: 14th March 2011

Public

Key Decision: Yes

Recorded in Forward Plan: Yes

Inside/Outside Policy Framework

Title: CUMBRIA STRATEGIC WASTE PARTNERSHIP - ENHANCED PARTNERSHIP WORKING PROJECT

Report of: The Assistant Director of Local Environment

Report reference: LE 02/11

Summary: The Cumbria Strategic Waste Partnership's 'Enhanced Partnership Working Project' seeks to identify the most appropriate model for future partnership working between Cumbria's 6 Waste Collection Authorities and the Waste Disposal Authority. This report provides a summary of the proposed Enhanced Partnership Working Project, details the governance arrangements for the project and proposes the Council's active participation in that project.

Recommendations: It is recommended that:

- (i) The Executive approves the Council's participation in the Cumbria Strategic Waste Partnership's 'Enhanced Partnership Working Project';
- (ii) The Executive appoints the Portfolio holder for Local Environment to be the Council's representative on the Cumbria Strategic Waste Partnership's Enhanced Partnership Working Project 'Project Board';

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

- (iii) The Executive appoints the Assistant Director Local Environment (or her deputy) to be the Council's representative on the Cumbria Strategic Waste Partnership's Enhanced Partnership Working Project 'Project Delivery Team'.
- (iv) All matters relating to the Enhanced Partnership Working Project considered by the Assistant Director of Local Environment to be a Key Decision for the Council are referred to future meetings of the Executive.

Contact Officer: Mike Gardner

Ext: 8572

1. BACKGROUND INFORMATION AND OPTIONS

1.1 Introduction:

- 1.1.1 The Cumbria Strategic Waste Partnership (CSWP) was established in 2004 to facilitate greater partnership working between Cumbria's 6 Waste Collection Authorities (WCAs - the District Councils) and the Waste Disposal Authority (WDA – Cumbria County Council). One of the key achievements of the CSWP has been its role in facilitating a significant reduction in the amount of municipal waste landfilled (a 30% reduction over the last 6 years) enabling Cumbria to meet its Landfill Allowance Trading Scheme (LATS) obligations. This has been achieved by a significant investment in, and expansion of, household waste recycling coupled with initiatives aimed at limiting the amount of residual (i.e. non recyclable) waste entering the municipal waste stream.
- 1.1.2 Instrumental to the successful reduction of residual waste has been Cumbria's Joint Municipal Waste Management Strategy (JMWMS), the over-arching strategy adopted by the members of the CSWP (including this Council) which is, in effect, the county's LATS reduction strategy. The JMWMS identifies 7 key objectives by which the LATS obligations will be met. These are listed in Appendix 1.
- 1.1.3 Whilst significant progress has been made against some of the 7 key objectives (e.g. the successful procurement of a new waste treatment facility - a practical alternative to landfill), progress across all 7 objectives has been uneven. Of particular concern is the lack of progress made against the key objective of adopting 'common methods of collection' for recyclable and residual wastes. This is significant because of the opportunities to achieve real efficiency savings if consistent (i.e. common) methods of collection were to be adopted by the 6 WCAs. Instead, what we have in Cumbria is a variety of collection methodologies which have been implemented independently, albeit within the framework of the JMWMS.
- 1.1.4 Common methods of collection (which may or may not involve common collection contracts) require a greater level of partnership working than has been the case so far with the CSWP. Experience from across the rest of the UK has shown that enhanced partnership working (between WCAs and WDAs) has the potential to generate real cashable savings, whilst at the same time successfully enabling LATS quotas to be met.
- 1.1.5 There are a number of different models that have been employed elsewhere to achieve enhanced partnership working between local authorities. Figure 1

illustrates 5 models of partnership working and the indicative efficiencies that each might typically be expected to generate. Paragraph 1.1.6 details the actual savings that 5 successful partnerships have realised by adopting differing models of enhanced partnership working. At one end of the spectrum is the Somerset Waste Partnership which is a fully formed 'Joint Waste Authority' funded by its constituent members (6 WCAs and a WDA) to deliver municipal waste collection and disposal across Somerset. At the other end of the spectrum, Lichfield and Tamworth's partnership involves just 2 WCAs.

Figure 1

Co-ownership
Collaboration
Co-ordination
Co-operation
Co-existence

Source: DEFRA

1.1.6 Examples of revenue savings realised by other waste partnerships:

- Somerset Waste Partnership – **£1.7m** per annum saving
- Shropshire Waste Partnership – **£1.1m** per annum saving
- Adur & Worthing – **£0.5m** per annum saving
- Mid Suffolk & Babergh – **£0.5m** per annum saving
- Lichfield & Tamworth – **£0.7m** per annum saving

1.1.7 With the investment in recycling and the procurement of new waste treatment facilities, Cumbria has to date successfully met the challenge presented by LATS. However, the squeeze on public finances means that the imperative to look at enhanced partnership working and the significant efficiency savings that this can realise has arguably never been greater. This fact is recognised by the CSWP and

its members have identified that, in mapping a way ahead for the CSWP, the following key questions will need to be answered:

- What is to be done jointly?
- Who is to work together?
- How should an enhanced partnership be governed?

1.1.8 To answer these fundamental questions, the CSWP commissioned work to assess the available options for enhanced partnership working (the Beasley report). Whilst this report did not recommend any particular option to the CSWP, it assessed the range of available options against a set of relevant criteria (e.g. ease of implementation; anticipated benefits; infrastructure requirements etc). The options for enhanced partnership working that were assessed are listed in Appendix 2.

1.2 Links between enhanced partnership working and the 'Recycling Reward' Scheme:

- 1.2.1 Fundamental to the continued delivery of the Joint Municipal Waste Management Strategy (JMWMS) and any future enhanced partnership working is the 'Recycling Reward' scheme. The Recycling Reward scheme is the main mechanism by which the WDA financially recognises the work of the WCAs in diverting waste from landfill. The value of the Recycling Reward scheme to this Council is in excess of £1.2 million per annum. Whilst recognising the importance of the Recycling Reward scheme in delivering the aims of the JMWMS, the squeeze in public finances has caused the WDA to propose a review of the Recycling Reward scheme.
- 1.2.2 This proposal for a review of the Recycling Reward scheme was discussed at a special meeting of the CSWP Officers Group and at a meeting of the Cumbria Chief Executives Group in December 2010. Both meetings concluded that the proposed review of the Recycling Review scheme should be included within the remit of a proposed 'Enhanced Partnership Working Project' and that the Recycling Reward scheme payments would continue at their current rates until the end of 2011/12. A recommendation to this effect was presented to Members at a meeting of the CSWP in January 2011 and was accepted.

1.3 Enhanced Partnership Working project:

1.3.1 The aim of the proposed Enhanced Partnership Working Project is to identify the most appropriate model for future partnership working between Cumbria's 6 Waste Collection Authorities and the waste Disposal Authority. At its meeting on the 14th January 2011, the Members of the CSWP received a report from Cumbria County Council that (i) recommended that the CSWP initiate an 'Enhanced Partnership Working Project' to further develop the work carried out to date and (ii) presented a draft 'Project Plan' for approval. These recommendations were agreed by Members of the CSWP. A copy of the report presented to the CSWP (including the draft 'Project Plan') is attached as Appendix 3.

1.3.2 The key elements of the Enhanced Partnership Working Project Plan agreed by the CSWP are as follows:

1.3.2.1 Methodology – the project will deliver the following outputs:

- Project governance structure report;
- Project consultation / Communication strategy;
- Project objectives report;
- Options appraisal scope report;
- Project Memorandum of Understanding;
- Completed project data logs;
- Options report;
- Implementation business case.

1.3.2.2 Governance:

- The CSWP will undertake the role of the 'Project Board', whilst ensuring that matters requiring decisions by the participating Authorities are fed in to the relevant decision making structures within each authority;
- Terms of reference for the CSWP will be agreed in its capacity as Project Board;
- A separate Officer Group, comprising officers from each of the 6 Districts and the County Council, will act as a 'Project Delivery Team'.

The roles and terms of reference for the Project Governance are summarised in Table 1 below:

Table 1:

Group	Role within Project	Headline Terms of Reference
Cumbria Leaders Group	Informal	To receive and consider information about key project outputs to help inform Project Recommendations on an occasional basis
CSWP member Group	Project Board	To commission the EPW Project and oversee its delivery, managing risks, ensuring project viability, reviewing and approving key project documents, providing direction and guidance, identifying and resolving resource issues, authorising project stage progression and corrective action
Cumbria Chief Executives Group	Informal	To receive and consider information about key project outputs to help inform Project recommendations, and to consider any organisational matters that may be leading to blockages within the Project.
CSWP officer Group	Project Delivery team	To provide operational support and supervision to the Project, with a responsibility to ensure the project is delivered on time and to budget. Identifies emerging issues and appropriate actions to ensure that the formal CSWP meetings (Project Board) are not used to continually unlock project issues.

1.3.2.3 Project Management:

- A suitably qualified 'Project Manager' will be appointed to coordinate the work and keep participants to task.

1.3.2.4 Project budget:

- Cumbria County Council has allocated the necessary funding for the project.

1.3.2.5 Project timetable:

- The project Plan for an enhanced waste partnership will aim to implement agreed changes from April 2012, although Chief Executives have called for an earlier completion of the Project if possible.

1.4: Implications for the Council

- 1.4.1 The 'Enhanced Partnership Working Project' is an exciting initiative which has the potential to deliver real and lasting efficiencies to Cumbria's WCAs and the WDA. However, the scale of the challenge should not be underestimated. And whilst the proposed Project Plan does not require a financial contribution from the Council, if we are to engage effectively with the Project it will require a significant commitment from both Officers and Members in the form of time, energy and resources.
- 1.4.5 The Portfolio holder for Local Environment represents the Council on the CSWP. It is proposed that this representation continues on the CSWP in its new role as the 'Project Board'. The Council's Waste Services Manager and, where appropriate, the Assistant Director of Local Environment, represent the Council on the CSWP Officers' Group. It is likewise proposed that this representation continues reference the Officers' Group's new role as the 'Project delivery Team'.
- 1.4.6 The Executive receives the minutes of the meetings of the CSWP on a regular basis and it is proposed that this continues in future. In addition, it is proposed that any matters relating to the project requiring decisions by the participating authorities are referred to future meetings of the Executive.

2. CONSULTATION

2.1 Consultation to Date.

2.2 Consultation proposed.

3. RECOMMENDATIONS

It is recommended that:

- (i) The Executive agrees to the Council's participation in the Cumbria Strategic Waste Partnership's Enhanced Partnership Working Project;
- (ii) The Executive appoints the Portfolio holder for Local Environment to be the Council's representative on the Cumbria Strategic Waste Partnership's Enhanced Partnership Working Project 'Project Board';
- (iii) The Executive appoints the Assistant Director Local Environment (or her deputy) to be the Council's representative on the Cumbria Strategic Waste Partnership's Enhanced Partnership Working Project 'Project Delivery Team'.
- (iv) Matters relating to the Enhanced Partnership Working Project requiring decisions by the participating authorities are referred to future meetings of the Executive.

4. REASONS FOR RECOMMENDATIONS

To ensure that the Council is properly represented in all discussions concerning the future development of municipal waste management in Cumbria.

5. IMPLICATIONS

- Staffing/Resources – Participation in the proposed 'Enhanced Partnership Working Project' will require commitment in the form of Officer and Member time and energy.
- Financial – The partnership will be monitored by the Finance section and comply with the council partnership policy. Outcomes will be reported to ROSP

as part of the corporate partnership arrangements. All procurement issues arising from the partnership will adhere to the Contracts Procedure Rules.

- Although the partnership will not require any financial contribution from the Council, officers will need to identify time allocated as part of the partnership monitoring arrangements. Any future developments arising from the partnership will have cost and saving implications which will need to be assessed prior to any agreement being undertaken.
- Legal – It can be seen from the body of the Report that enhanced partnership working has been implemented in a variety of different forms elsewhere in the Country. The powers used are likely to have been the well-being powers available under the Local Government Act 2000 and the Local Authorities Goods and Services Act 1970 (which enables the Council to supply certain services to other specified public bodies). The precise form of body together with the identification of the appropriate legal powers to facilitate it will be part of the output of the proposed project.
- Corporate – It is considered that the Council’s participation in the proposed ‘Enhanced Partnership Working Project’ will not have any direct corporate implications. However, any proposals resulting from the project may have corporate implications.
- Risk Management – It is considered that there would be a significant risk to the Council if we fail to engage with the proposed ‘Enhanced partnership Working Project’.
- Environmental – None
- Crime and Disorder – None
- Impact on Customers – None
- Equality and Diversity – None

Cumbria Joint Municipal Waste Management Strategy

Key Objectives:

1. Adopt a Cumbria wide common method of collection of dry recyclables and garden waste as far as reasonably practicable;
2. Optimise the number of recycle points and Household Waste Recycling Centres, linking provision to the expansion of kerbside services and waste prevention.
3. Enhanced commercial recycling – targeting biodegradable materials;
4. Reducing municipal waste produced by 1% per year through waste prevention;
5. Maximise the benefits of recycling and composting to the local and regional economy;
6. Increase treatment capacity to minimise landfill of municipal waste and accommodate third party waste;
7. Further reduce reliance on landfill by increasing (alternative) treatment capacity.

Summary of the options for enhanced partnership working assessed by the 'Beasley report':

- **Option 0:** JMWMS in place. Natural evolution for collection. The 'do nothing' option.
- **Option 1:** Joint training (H&S, HGV), best practice sharing & quality measures (e.g. driver assessment)
- **Option 2:** Joint 'product' procurement i.e. bins, wagons, software and fuel. Cross boundary working
- **Option 3:** Joint peripheral services contracting or provision e.g. clinical waste, bring banks
- **Option 4:** Joint marketing and customer servicing
- **Option 5:** Joint waste collection operations or contracting (residual & recycling)
- **Option 6:** Joint, harmonised waste collection operations or contracting (residual & recycling)

CUMBRIA STRATEGIC WASTE PARTNERSHIP	Paper No.
Meeting date: 14th January 2011	
From: Paul Feehily - Assistant Director – Planning & Sustainability, Cumbria County Council	

ENHANCED PARTNERSHIP WORKING PROJECT

1.0 EXECUTIVE SUMMARY

Purpose of the Report

- 1.1. To advise CSWP on progress in relation to initiating the Enhanced Partnership Working Project and to outline the decisions needing to be made by Members to ensure the Project delivers successfully.

2.0 RECOMMENDATION

It is recommended that CSWP :

1. notes the decision of the Chief Executives Group to commit to the Enhanced Partnership Working Project and that the Chief Executive for Barrow is nominated as the lead Chief Executive for the Project;
2. agrees the draft Project Plan attached at Appendix A, or amend;
3. consider, agree or otherwise amend the proposed governance arrangements for the Structure as outlined in the draft Project Plan
4. agrees a role for itself as Project Board with proposed terms of reference as contained within the draft Project Plan;
5. support the appointment of a professionally qualified project manager to coordinate the enhanced partnership project;
6. meet again specifically to discuss and agree Project vision, objectives and 'success criteria' as an early element of the Project's consultation and communications strategy

3.0 BACKGROUND

- 3.1. The Cumbria Strategic Waste Partnership has adopted a vision to become an 'enhanced waste partnership'. The collective aim is to transform the delivery of waste management in Cumbria in order to drive up performance, improve cost effectiveness and deliver service enhancements for the benefit of the communities across Cumbria.
- 3.2. The CSWP has been considering for some time the challenges and opportunities that could arise from closer integration and joint working between the 6 waste collection authorities and the waste disposal authority. Various pieces of work have been commissioned to gauge the potential benefits of models of collaboration as well as the appetite amongst the constituent organisations to work together even more closely.
- 3.3. The consideration of the Recycling Rewards Scheme before Christmas provided an opportunity to bring the issue on to the radar of senior politicians and Chief Executives in each Authority. The Enhanced Partnership Working Project provided a means by which the issue could be resolved with a view to developing a longer term arrangement in which the potential benefits of closer collaboration could deliver significant additional efficiencies and savings.
- 3.4. At its meeting on 10th December the Chief Executives Group recognised that the recycling and reward scheme in Cumbria is one of the most expensive in the Country and has been subject to internal scrutiny. The Group endorsed the CSWP's proposal to undertake the 'Enhanced Partnership Working Project' in the knowledge that the County Council will not reduce the recycling rewards budget in 2011/12. As a County however recycling performance would have to increase from its current level to avoid unbudgeted landfill costs in 2011/12. In practice this means some District Councils will need to improve their performance levels to maintain the recycling and reward payment. The County Council recognises that this can only be done with the assistance of the County's waste prevention team working together with District Council colleagues. The County Council will work with individual District Councils to agree individual Service Level Agreements to maintain the 2010/11 recycling and reward payments. This certainty for the next financial year, while aiding budget setting, would also buy time for the Partnership to deliver the Project. Chief Executives acknowledged that in that time the Project would need to get partners to a position where alternative models of collaboration could be tested, costed and savings identified and an implementation strategy developed for the preferred model.
- 3.5. This is a complex and significant project. It requires sufficient resources and attention to its governance. At every key stage or milestone where a major decision needs to be taken all partner authorities need to align their internal decision making processes. The Chief Executives Group also agreed that the Project should be conducted with some urgency, that appropriate resources be made available to it and that the deadline for completion should be accelerated. To drive the project forward the Chief Executives Group agreed that Tom Campbell, Barrow's Chief Executive, should take the role of Lead Chief Executive.
- 3.6. In relation to the Recycling Rewards Scheme the Chief Executives Group called for a note to be prepared for the Cumbria Leaders Board. That note will need to be considered and agreed by the CSWP first. A draft note will be available for the meeting.

Enhanced Partnership Working Project Plan

Methodology

- 3.7. A draft Project Plan has been prepared and is attached at Appendix A. An officer group has considered its scope and content and is broadly content that it should be capable of delivering the necessary outputs, namely:
- Project Governance Structure Report
 - Project Consultation/Communication Strategy
 - Project Objectives Report
 - Options Appraisal Scope Report
 - Project Memorandum of Understanding
 - Completed Project Data Logs
 - Options Report
 - Implementation Business Case

Resources

- 3.8. A major challenge in delivering this Project lies in the availability of resources. Given that Chief Executives have accepted the urgency with which the Project should be delivered and the need to resource it appropriately in terms of staff time and expertise the immediate requirement is to put in place a robust project management structure and an approach to the governance of the Project that CSWP Members are comfortable with.

Governance

- 3.9. The draft Project Plan recommends a reporting and decision making structure in its Appendix 1. CSWP Members are asked to consider, agree or otherwise amend the structure with a view to ensuring their own Authorities' decision making processes are appropriately linked in and key decisions taken at the appropriate times.
- 3.10. The governance structure requires robust project management processes to be put in place to ensure the elements of the Project Plan are delivered to time and to specification and are capable of delivering the necessary outputs. While responsibility for key decisions lie with the constituent authorities there is a need to ensure CSWP is part of the oversight process and has ownership of the outcomes.
- 3.11. The recommended involvement of the Cumbria Leaders Group and Chief Executives Group is considered necessary in view of the limited decision making powers of CSWP, but practically this is unlikely to mean regular or frequent reporting. The role of the Chief Executive for Barrow Borough Council as lead Chief Executive will further enhance the

ability of the Project to make progress and, if necessary, address in a direct way any blockages that might be hindering the delivery of the Project.

Project Management

- 3.12. As the Project has been commissioned by the CSWP it is recommended that it takes the role of the main Project Board, but ensuring matters requiring decision by the participating Authorities are fed in to the relevant decision making structures within the 7 Councils. If Members are content with this approach the draft Project Plan suggests a set of terms of reference for CSWP in its capacity as Project Board, namely to be responsible for
- The overall project and the project risks
 - Specifying and maintaining the project business case and objectives
 - Ensuring project viability against the project business case and objectives
 - Reviewing and approving key project documents
 - Providing guidance , direction and resources
 - Authorising project stage progression and corrective action
- 3.13. Members are asked to consider whether it is content to adopt a Project Board role and these recommended or other responsibilities, mindful that it does not possess formal delegated decision making powers.
- 3.14. A separate officer group would act in a capacity of Project Delivery Team. This team would comprise officers from each of the Districts and it is recommended these be existing local authority representatives on the CSWP Officer Group. The Project Delivery Team would be responsible for ensuring the Project is delivered on time and within budget. Membership could be augmented over the period of the Project depending on the tasks needing to be delivered at any given time. In the early stages, for example, it would be appropriate to ensure a Finance Officer was a member of the team given the recommendation below that early work on costs be undertaken.
- 3.15. The draft Project Plan addresses how transparency and auditability of the prospective outputs could be handled, recommending a number of control mechanisms and documents throughout the lifetime of the project.
- 3.16. CSWP is asked to confirm its willingness to support the appointment of a suitably qualified Project Manager to coordinate the work and keep participants to task. It is not expected that this role would necessarily require detailed technical knowledge of the waste sector but to demonstrate success in a professional project management capacity. A number of options to fill this role have been considered by officers including:
- External consultancy support
 - Secondment
 - Staff on County Council's At Risk Register
 - Imminent Intake of Capita staff to County Council

Officers' view is that there are pros and cons to each approach. What is needed is a high calibre professional with appropriate project management qualifications and experience. The individual must manage and coordinate what will be a significant and complex project. It will require numerous inputs, the commissioning of work, and meeting of key milestones. At present active consideration is being given to two of these options. The imminent in-take of staff to the County Council from Capita potentially could provide a timely, additional project management capability. At the same time however, if an appropriate resource cannot be identified via this route, the County Council is assembling documentation to allow it to go to the market to procure the resource externally.

Early Work

- 3.17. Given the urgency attached to the Project it will be important to build on work already undertaken and to identify workstreams that can be set in train now in advance of the appointment and arrival of the Project Manager. The Project Delivery Team, once nominations are accepted by each of the Authorities who will be represented, will need to assume responsibility to lead on certain items of work.
- 3.18. In particular, within the draft Project Plan, the options appraisal work requires a substantial piece of work to be done on identifying costs. Officers have agreed that an initial piece of work, to be led by Finance Officers, should be undertaken early to identify and compare costs of delivering waste services between the partner organisations. At a later stage there will need to be more detailed analysis undertaken but initially it is considered appropriate to review available information in existing formats.
- 3.19. Officers have also considered whether Members of CSWP might wish to take an opportunity as part of the work on the Project Communications Strategy to hold a workshop or a session within a future CSWP meeting to agree 'success criteria' and vision/objectives for the Project. This would enable a consensus to be established around what is important for Members in terms of the outcomes of the project and allow them to establish a framework against which the various options could be tested.

What Happens Next?

- 3.20. If members are content with the draft Project Plan and the broad approach set out in this paper then certain things need to be put in place quickly to give momentum to the Project. In particular:
 - Put in place the Project Management Structure (as recommended in the draft Project Plan or as amended based on CSWP's comments) in the form of a Governance Structure Report to be agreed by CSWP and notified to Chief Executives and Leaders
 - Prepare consultation and communications strategy for CSWP endorsement in the form of a report, using this to develop CSWP Members' ownership of the process and build consensus around Project vision, objectives and 'success criteria'
 - Assemble the Project Delivery Team
 - Initiate data capture process led by finance officers

- Finalise job profile and identify potential staff resources capable of operating within the new Project Manager role and appoint
- Project Delivery Team to consider draft timeline within existing draft project Plan and overlay on to dates of CSWP meetings, Chief Executives Group meetings, Cumbria Leaders Board meetings and Authorities' own dates for decision making and amend timeline where necessary

4.0 CONCLUSION

- 4.1. The Enhanced Partnership Project has reached an exciting juncture. The newly gained commitment to the Project from the Chief Executives Group and the nomination of Barrow's Chief Executive as lead has provided a new impetus and galvanised thinking. Swift and demonstrable progress is called for, something the CSWP Members have been looking for for some time. The draft Project Plan offered here provides a good start point to get the process properly up and running. The commitment of time, energy and resources should not be underestimated, nor should the significance of the data capture process within the options appraisal element of the Project. Fundamental to the success of this Project is an honest, transparent and sound analysis of the options based on data the partners can have confidence in.
- 4.2. To date the CSWP has been very successful in working together to reduce waste volumes to landfill and increasing recycling rates. All members of the partnership face considerable financial pressures which reinforce the need for even closer collaboration and innovative approaches to how the Partnership goes about organising itself. The Project Plan for an enhanced waste partnership will aim to implement agreed changes from April 2012, although Chief Executives have called for an earlier completion of the Project if possible. Delivery of the Project will make a significant contribution to the wider challenge of delivering improved waste management services at lower cost.

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age		
Disability		
Race		
Gender/ Transgender		
Sexual Orientation		
Religion or belief		
Human Rights		
Health inequalities		
Rurality		

If you consider there is either no impact or no negative impact, please give reasons:

It is considered that the Council’s participation in the proposed ‘Enhanced Partnership Working Project’ will not have a direct impact on the above equality issues. However, any proposals resulting from the project may have an impact on the above.....

If an equality Impact is necessary, please contact the P&P team.