



CORPORATE PLAN

2012-15

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Foreword



This is our third Corporate Plan and its development is informed by engagement involving Elected Members, arc21 Officers and other stakeholders. It continues to have at its heart the core roles of partnership working, engagement and consensus building for delivering the components necessary for successful public sector collaboration.

The origins of arc21 can be traced back to 1999. Since then waste management has taken significant strides forward to the extent we are now recycling more than one third of all household waste produced in arc21's area. We can point to an emerging trend of reductions in the annual amount of waste produced by each household but, crucially, the quantity of waste we send to landfill each year continues to drop.

It is important that we maintain progress and do so in what is widely accepted as being a particularly demanding period for all. This Plan has been developed during difficult economic times as we navigate our way through a recession. The savings that our Councils have accrued through arc21, from the economies of scale it generates, are therefore even more important. I am confident that this Plan lays the roadmap for further savings through enhanced collective working.

During the term of this Corporate Plan, we are expecting to witness the transition and implementation of new administrative arrangements for the public sector as the Local Government landscape transforms in the run up to 2015. The Review of Public Administration will result in eleven Councils replacing the current twenty six Councils with the new Councils also taking on a suite of new duties and responsibilities in Northern Ireland. Allied to this is the current debate on the future for regional or sub-regional waste management arrangements that may impact on arc21 as an organisation.

Notwithstanding any developments that may emerge, the past and current work being undertaken by arc21 provides a solid foundation upon which to build. Accordingly, this plan constitutes a blueprint for progress towards greater effectiveness and efficiency in managing our waste in a more sustainable way and I would commend it to all our Councils, stakeholders, partners and other interested parties.

Councillor Hubert Nicholl
Chair

Introduction



arc21 has grown and evolved in a relatively short period of time. This can be starkly illustrated, in the financial sense, as the organisation's turnover has increased in magnitude from less than £1m to £34m within the last eight years. The challenge for the public sector lies not just in addressing change but in adapting to the pace of change. At a technical level, change is evident as the Waste Framework Directive has been the subject of a comprehensive review through Europe which will result in greater emphasis on waste prevention and minimisation.

The move away from waste management to resource management continues. We are now firmly in an era of life cycle analysis, climate change and carbon accounting with the treatment of waste being more strongly linked to energy production. There are also potential impacts through the change in the UK definition of Municipal Solid Waste (MSW).

At the core of our current Waste Management Plan is a network of infrastructure which will minimise landfill through recycling, composting and finally energy recovery. Contracts for the first two have been signed and in the case of recycling, the infrastructure is well established. The procurement of the final strand of infrastructure development is well progressed and is scheduled to be completed early in the current corporate plan timescale. It represents the highest value contract that Local Government in Northern Ireland has handled to date and its significance cannot be overstated.

This procurement is taking place during a recession and it is important to recognise the project has the potential to make a positive contribution towards economic development. The project will not only create hundreds of jobs during construction and subsequent operation of the facilities, but the Energy from Waste Plant could also act as a stimulus for inward investment to take advantage of the heat it will produce. We will be working closely in partnership with various stakeholders to enable this potential to be realised.

In the next year there will be a consultation on a Revised Waste Management Strategy and a Plan flowing from it with determination following. Our message to policy makers is that the strategy process should be a consolidation of the current direction of travel. This will reinforce the plans initiated by arc21 over a decade ago.

As we move forward over the next three years, the emphasis for arc21 on contract management will become more acute as the procurement programme for major infrastructure draws towards completion. This Corporate Plan incorporates a flexible perspective to take account of not just an ever changing environment but one where the rate of change is likely to be greater, not least through the Review of Public Administration and a changing strategic context.

John Quinn
Chief Executive

About the Corporate Plan 2012-15

The Corporate Plan sets out what we at arc21 must do - within the means available to us - in order to meet the expectations of our stakeholders. In developing the plan we have engaged with a range of stakeholders to understand and address their ideas and concerns as we move into a new planning period. Consulting key stakeholders was central to the development of this plan.

Based on what we have heard, and there was a good deal of common ground, the plan commits the organisation to 12 specific objectives and a series of initiatives and performance targets within a timetable that covers the three-year period 2012-15.

There is some flexibility to allow for unforeseen events, however, we will direct the use of our resources in pursuit of the strategic objectives and priorities for action set out in this document.

Strategy at a Glance

The strategy is illustrated in graphical form below:



Mission, Values and Vision

We are quite clear that our mission is about sustainable waste management with a focus on what needs to be done to make this happen and leading to measurable public benefit and value derived from recovery, reuse and recycling. In serving our Councils, we serve also the wider community that makes up the eastern region. We have attempted to capture this in the following statement of mission.

Our mission is:

“Working with our partners to prevent, recover and dispose of waste.”

In pursuing our mission we have adopted four fundamental core values (see Table 1 below) that will be evident in everything Members, staff and stakeholders do on behalf of arc21. These are guiding principles that permeate every decision we make and everything we do.

Table 1: arc21 Values

Values	Our Commitment
Integrity	We will be accountable and trustworthy in how we exercise our responsibilities. We will treat our staff and stakeholders with respect and we will act in a fair and equitable way.
Sustainability	We will take into account the social, economic and environmental consequences of what we do and how we do it.
Public Interest	We will seek to make decisions with the best interests of the general public in mind.
Excellence	We will provide the highest quality of services possible within the resources available to us and we will continuously strive to improve.

Vision for arc21

We are committed to working in partnership with others to ensure that the community we serve has access to exemplar waste management processes. In an ideal world we would hope to transform to a waste disposal authority model of governance for arc21 in line with our policy position and we will continue to argue the case for this because we believe that it is in the public interest and will offer the most effective and efficient way of managing our waste.

In pursuing our plan we will work to realise our vision for:

- A shift in mind-set towards considering waste as a resource;
- Continuous progress towards minimising waste to landfill and momentum towards a zero target;
- A modern, sustainable infrastructure enabling the community to recover waste, taking into account social, environmental and economic impacts;
- A community actively engaged in waste recovery activities;
- Harmonisation of waste policies and practices;
- Excellent services, offering value for money to satisfied customers; and
- A waste disposal authority model for arc21.

Strategic Context: Issues and Challenges Going Forward

Our corporate plan, if it is to be taken as credible and real, must take account of the social, economic and environmental change that is happening in the marketplace and in our communities. The following section highlights some of the main issues and challenges that we believe arc21 will face over the next three year period to March 2015.

Issue	Impact
<p>Economic Downturn and Recovery</p>	<p>All indications are that the current recessionary conditions will continue during this corporate plan period and that any economic recovery will, at best, be sluggish. The signs are that unemployment is likely to remain high and the crisis and uncertainty within the financial markets will continue.</p> <p>In the short term, we can expect further decline or, at best, flat-lining in construction, retail, public expenditure and many private services, especially those dependent on public expenditure which is expected to decline by £4bn (half of this is capital expenditure) in real terms by 2014-15.</p> <p>People will have reduced disposable income as utility prices rise along with other predicted costs.</p> <p>There will be pressure on Councils and Central Government to keep rates and charges as low as possible and therefore any plans that require additional expenditure will need to be carefully justified.</p> <p>There will be financial pressures on both businesses and individuals. This will add to the pressure to keep costs low and potentially limit the scope for development of services. However, it is recognised that economic recovery, when it does begin, is anticipated to impact on the level of waste generated with increased levels the most likely outcome.</p>
<p>Modernisation and Reform</p>	<p>Based on the Programme for Government 2011-15 and statements emanating from the Executive it looks certain that the Review of Public Administration will go ahead as planned with 26 Councils transitioning into 11.</p> <p>This has implications for the eastern region with the 11 Councils of arc21 reducing to five or six. This reform will necessitate initial investment with any efficiency gains only likely to being realised some time later.</p>
<p>Resource Efficiency</p>	<p>To realise the inherent value in the materials we currently throw away it is important to have the right infrastructure network in place to maximise the benefits that come with being a highly resource efficient 'recycling society'.</p> <p>The "European Pathway to Zero Waste" initiative has identified the range of barriers required to be overcome – public perception, planning, finance, technology deliverability and market conditions.</p>

Issue	Impact
Waste and Energy Sectors	Over the coming years there is likely to be an increased recognition of the contribution to energy security and renewable fuels the waste sector can contribute. In Northern Ireland there are some policy integration challenges to overcome and arc21 will have to provide a strong voice and an evidence base to allow adequate policy formulation and alignment so that benefits available elsewhere in the UK and EU can be realised.
Alternative Funding Sources	It is envisaged that the pressures on the public sector for capital and resource funding will remain significant for the next few years. It will be important for arc21 to be informed and agile in seeking and configuring itself (e.g. working with partners) to make itself eligible for viable sources of funding from NI, UK and EU institutions. There will inevitably be some nugatory expenditure in pursuing such funding (e.g. research, development of proposals etc.) as success in future applications cannot be guaranteed, but the potential benefits to the arc21 Councils could be significant.
Maintaining Quality of Service	Despite problems in the wider economy, arc21 will do everything within its means to maintain service quality. Citizens will still expect excellent services from their Councils and, on their behalf, from arc21.
Sustainability	Government is committed to sustainability and will expect, and in some cases demand, social, economic and environmental impact to be a factor in public decision-making. arc21 will be required to make its contribution to the achievement of sustainable development in Northern Ireland.
Waste Management	<p>The Department of the Environment is currently undertaking a review of the Northern Ireland Waste Management Strategy 2006-2020 and arc21 will contribute to this through the Waste Programme Board and its sub groups.</p> <p>It is likely that the new strategy will be in place by 2013.</p> <p>There will be no let up in the drive to deal with residual waste and achieve stretching recycling targets for municipal waste. This is necessary to meet targets that will become mandatory under the revised Waste Framework Directive.</p>

arc21 will need to be active on these and other fronts over the next three years to progress along the pathway and develop its potential to contribute to economic prosperity, job creation, an improved environment and quality of life.

Strategy Overview

We have developed a corporate strategy that we believe will deal with some of the issues highlighted above and get the best value possible from the resources allocated to arc21. The overall thrust of the plan lies in a strategy that starts out to do more for our partners and to do it better. This will centre on the core areas of:

- Delivering a strong partnership-based organisation;
- Procuring infrastructure and services for arc21 Councils;
- Managing contracts for waste recovery and disposal; and
- Influencing policies and resource allocation with a firm conviction that the best future arrangement lies in having a waste disposal authority model subject to continuing consensus within our Councils.

Strategic Objectives and Priorities for Action

In order to be true to our mission, and maintain a focus on the areas that are most important, we have adopted a set of strategic objectives to frame our work over the next planning period 2012-2015. If we can achieve these objectives we will make great progress towards achieving the arc21 vision.

The first set of objectives is aimed at **servicing our customers, community and stakeholders** and responding to their needs and expectations. We recognise that these can only be achieved in an efficient and effective way by **improving our processes** and **managing our resources** well. Of course, none of this will be possible if we do not **develop and motivate our people** by ensuring that they have the capacity to lead, manage and deliver in their area of work.

This overall approach will ensure we have a "balanced strategy".

In summary, we have grouped our objectives into four main sets as follows:

Serving Community and Stakeholders (SCS)

- SCS.1 Update and implement a Revised Waste Management Plan for the period beyond 2014 in compliance with legislative requirements and wider policy objectives
- SCS.2 Ensure the provision of infrastructure and continuity of services and supplies
- SCS.3 Promote, educate and influence others on waste minimisation and recovery, both directly and in partnership with others

Improving Processes (IP)

- IP.1 Strengthen arrangements with all stakeholders to aid delivery of effective and efficient waste management solutions
- IP.2 Review and modernise arc21 structures and governance processes during the transition period of the review of public administration
- IP.3 Improve the quality and stability of all systems and seek external quality assurance where appropriate

Learning and Growth (LG)

- LG.1 Ensure all staff are fully engaged and motivated
- LG.2 Review organisational design to keep it fresh and fit for purpose
- LG.3 Provide relevant support for the development of Elected Members and Council Officers in their role

Managing Resources (MR)

- MR.1 Achieve financial targets and performance ratios
- MR.2 Demonstrate high standards of financial assurance and risk management
- MR.3 Design an enhanced framework to measure efficiency gains

Corporate Scorecard for the Period 2012-15

The corporate scorecard below is designed to show what we intend to do to achieve our objectives and how we will measure success. This will enable our community and stakeholders to hold us to account for our actions as the corporate plan unfolds.

Serving Community and Stakeholders			
Objectives	Priorities for Action	Measures	Targets
SCS.1 Revised Waste Management Plan	a) Review and update of the Waste Management Plan to flow from a Revised Waste Management Strategy and issue for consultation, subsequent endorsement by the Department of the Environment and final determination by Constituent Councils	Completed and approved Waste Management Plan	May 2013
	b) Conduct associated spheres of work relative to any update and review of the Waste Management Plan e.g. Equality Impact Assessment, Strategic Environmental Assessment, etc	Completed and approved Waste Management Plan	May 2013
	c) Submit relevant Implementation Action Plans (IAP) to the Department of the Environment including introduction of new infrastructure and projections	Completed IAP submitted	Annually in June
	d) Submit relevant Annual Performance Reports (APR) to the Department of the Environment including monitoring review and intervention procedures	Completed APR submitted	Annually in November
SCS.2 Ensure the provision of infrastructure, services and supplies	a) Conclude the procurement processes for the provision of services to treat residual waste	Determination of procurement process	October 2013
	b) Secure regulatory approvals in respect of the permanent treatment infrastructure for organic waste	Regulatory approvals in place	June 2014
	c) Introduce an initiative to increase the range of materials recovered at kerbside	Procurement of new contracts for processing of dry recyclables.	April 2013
	d) Identify and maximise funding support by continuing engagement with Local Government, Central Government, European Commission and other strategic partners	Identification and securing of funding support	Ongoing to March 2015
	e) Maintain accredited quality standards for the provision of services	Maintain ISO 9001	Annually
	f) Continue to provide high standard of service to key stakeholders	Customer Surveys	Annually with 90% satisfaction level
	g) Explore the possibility and practicality of establishing an accredited arc21 training centre for Councils	Complete consideration	December 2013

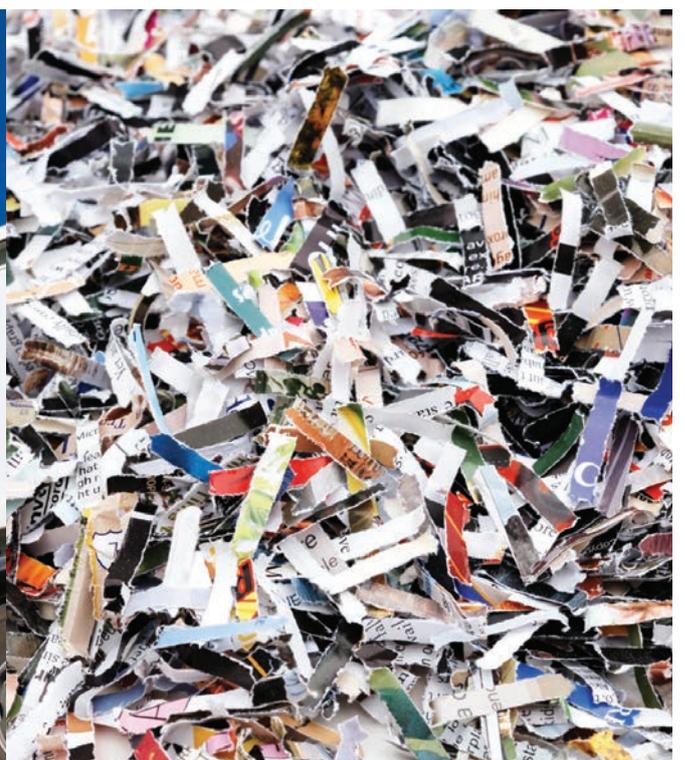
Serving Community and Stakeholders			
Objectives	Priorities for Action	Measures	Targets
SCS.3 Promote, educate and influence others on waste minimisation and recovery	a) Provide a central interface with the Department of the Environment and associated agencies on strategic education and awareness issues	Engagement in Learning and Communications Forum	90% attendance
	b) Focus on activities associated with the residual waste treatment project and improvements to enhance materials recycling	Implementation of communications plan	Ongoing to 2015
	c) Participate in regional and sub-regional initiatives in conjunction with partners	Campaigns to promote community awareness and widen participation in recovery activities	One campaign per annum
	d) Provide a mobile education vehicle service and ensure equitable access to Constituent Councils	Level of usage	Minimum of 200 days per annum usage and in 200 locations
	e) Improve the means of providing information to the community, stakeholders and suppliers	Review and modernise the arc21 website	December 2013
		Production of Wasteline magazine	Three per annum



Improving Processes			
Objectives	Priorities for Action	Measures	Targets
IP.1 Strengthen Stakeholder Engagement	<p>a) Continue to provide a central conduit for interaction with Local Government, Central Government and other agencies on issues of mutual interest</p> <p>b) Continue to work with other Local Government bodies e.g. NILGA, SOLACE, TAG on issues of mutual interest</p> <p>c) Continue to engage with Non-Government Organisations (NGOs), professional bodies, trade organisations, pressure groups and other similar groups on matters of mutual interest</p> <p>d) Strengthen the development of robust relationships with private sector and voluntary sector partners including existing and potential service providers</p>	<p>Attendance at various stakeholder forums e.g. Waste Programme Board, Waste Infrastructure Programme Board and Working Groups</p> <p>Membership of relevant bodies</p> <p>Membership of relevant bodies Identification and attendance at various events and forums</p> <p>Identification and attendance at various events and forums</p> <p>Dedicated arc21 events for potential suppliers</p>	<p>90% attendance</p> <p>Ongoing to 2015</p> <p>Ongoing to 2015 Ongoing to 2015</p> <p>Ongoing to 2015</p> <p>Two events by March 2015</p>
IP.2 Review and modernise arc21 structures and governance processes	<p>a) Review of governance structures and decision making processes aligned to the RPA transformation arrangements</p>	<p>Governance action plan agreed and implemented</p>	<p>Sept 2013</p>
IP.3 Improve quality and stability of systems	<p>a) Review and improve robustness and resilience of procedures and systems</p> <p>b) Upgrade IT Systems in regard to:</p> <ul style="list-style-type: none"> • Document Management • Procurement 	<p>Complete review process</p> <p>Implement Outcome of Review</p> <p>Undertake review process</p> <p>Implement Outcome of Review</p>	<p>July 2013</p> <p>March 2015</p> <p>March 2013</p> <p>March 2015</p>

Learning & Growth			
Objectives	Corporate Initiatives/Departmental Plans	Measures	Targets
LG.1 Ensure all staff are fully informed, capable and motivated	<ul style="list-style-type: none"> a) Provide an effective staff communications strategy to include all RPA developments as they arise b) Provide training programme for staff to develop skills, knowledge and competency to meet the ongoing needs of their job and anticipated changes c) Review developments in procurement and contract management and update internal procedures as appropriate d) Ensure that appropriate recruitment procedures are in place e) Undertake initiatives to improve staff morale and motivation 	<ul style="list-style-type: none"> Deliver regular briefings to staff Undertake staff appraisals and implement Personal Development Plans Undertake biannual review of procurement case law Competence-based person specifications Levels of attendance 	<ul style="list-style-type: none"> Four per annum Annually Biannually As required Less than seven days absence per annum per employee
LG.2 Review organisational design	<ul style="list-style-type: none"> a) Review organisation structure to ensure efficient, effective and economic use of resources and continuing fitness for purpose 	<ul style="list-style-type: none"> Completion and implementation of organisation review 	<ul style="list-style-type: none"> Dec 2012
LG.3 Support development of Elected Members and Council Officers in their arc21 roles	<ul style="list-style-type: none"> a) Produce a bespoke Joint Committee (Elected Member) and Steering Group (Council Officers) Learning and Development Plan and associated activities b) Develop a strategic briefing process for Chief Executives c) Ensure that Elected Members and Council Officers are kept apprised of issues relevant to the remit of arc21 d) Submit collective responses to relevant consultation documents as appropriate 	<ul style="list-style-type: none"> Complete and implement Plan Hold face-to-face briefings Issue Bulletins/communiqués Ensure regular meetings of: Steering Group; Joint Committee; and Audit Committee Dedicated bilaterals and Council meetings Dedicated arc21 conference Completion of responses 	<ul style="list-style-type: none"> Annually Minimum of Four per annum Monthly Monthly Monthly Quarterly At least annually Biennially Within deadline

Managing Resources			
Objectives	Corporate Initiatives/Departmental Plans	Measures	Targets
MR.1 Achieve financial targets and performance ratios	a) Ensure that the financial strategy of the organisation is consistent with the needs of the services provided	Approval of estimated expenditure with key stakeholders	Annually
		Implementation of assets and borrowing policy to acquire capital assets	Ongoing to March 2015
	Implementation of CIPFA Treasury Policy and Prudential Code	Ongoing to March 2015	
	Production of Financial Management Information Reports	Monthly and quarterly	
	b) Implement range of Key Performance Indicators to drive continuous improvement	Ratio of establishment costs to turnover	Less than 5% annually
		Compliance with suppliers' contractual payment terms	90%
		Successful collection of income	Collection of debts within 30 days
Managing the budgets and cash resources		Ongoing to March 2015	



Managing Resources			
Objectives	Corporate Initiatives/Departmental Plans	Measures	Targets
MR.2 Demonstrate high standard of financial assurance and risk management	<ul style="list-style-type: none"> a) Maintain financial systems and controls that meet public accounting standards b) Manage corporate risks c) Continue development of Internal Audit Strategy d) Ensure maintenance of arrangements for a dedicated forum to undertake scrutiny of financial and associated risk management issues 	<ul style="list-style-type: none"> Status of audited accounts in compliance with accounting regulations Monitor Risk Registers and Risk Action Plans Implementation of internal audit strategy Monitoring of internal and external Audit Recommendations Monitoring of internal and external Audit Recommendations Provision of effective Audit Committee Provision of effective internal audit service Formal Governance Statement Financial reporting to Audit Committee 	<ul style="list-style-type: none"> On time and unqualified Quarterly Ongoing to March 2015 Quarterly by Senior Management Team Six-monthly by the Audit Committee Annual review Annual review Updated annually Quarterly
MR.3 Demonstrate Efficiency Gains	<ul style="list-style-type: none"> a) Design an enhanced framework to measure efficiency gains as a future KPI 	<ul style="list-style-type: none"> Framework established 	<ul style="list-style-type: none"> March 2013



Making it Happen

The Corporate Plan is a strategic document that shows how arc21 plans to organise itself to serve its Members and the eastern region community over the next three years. arc21 will regularly review its financial, accommodation and human resources to maintain a sustainable balance between service expectation and the mix of resources available to deliver.

Our commitment to regular review of progress against the plan is based on the schedule indicated in Table 2 below.

Table 2: arc21 Planning and Review Cycle

Planning Level	Involvement and Expectation
Members	<p>Six-monthly review of performance against Corporate and Business Plans</p> <p>Annual review of the Corporate Plan by Joint Committee Members</p>
Steering Group	<p>Six-monthly review of performance against Corporate and Business Plans</p> <p>Annual review of the Corporate Plan by Steering Group Officers</p>
Managers	<p>Quarterly review of performance against Business Plans</p> <p>Six-monthly review of the Corporate Plan</p> <p>Six-monthly review of senior managers' individual job plans</p>
Staff	<p>Annual review of Corporate Plan and involvement in developing specific Business and Service Plans</p> <p>Annual review of individual job plans</p>



Appendix I Profile of arc21

Profile of arc21

In July 2003, the Member Councils of arc21 agreed that, for the purposes of implementing the policies set out in the Waste Management Plan for the disposal and recovery of waste, they shall form a Joint Committee pursuant to the provisions of Section 19 of the Local Government Act (NI) 1972.

As a consequence, arc21 Joint Committee became a Body Corporate established under the Local Government (Constituting a Joint Committee a Body Corporate) Order (Northern Ireland) 2004. It is the first organisation of its kind in UK Local Government. arc21 comprises of 11 Councils, located along the eastern region of Northern Ireland. They are:

[Antrim Borough Council](#)

[Ards Borough Council](#)

[Ballymena Borough Council](#)

[Belfast City Council](#)

[Carrickfergus Borough Council](#)

[Castlereagh Borough Council](#)

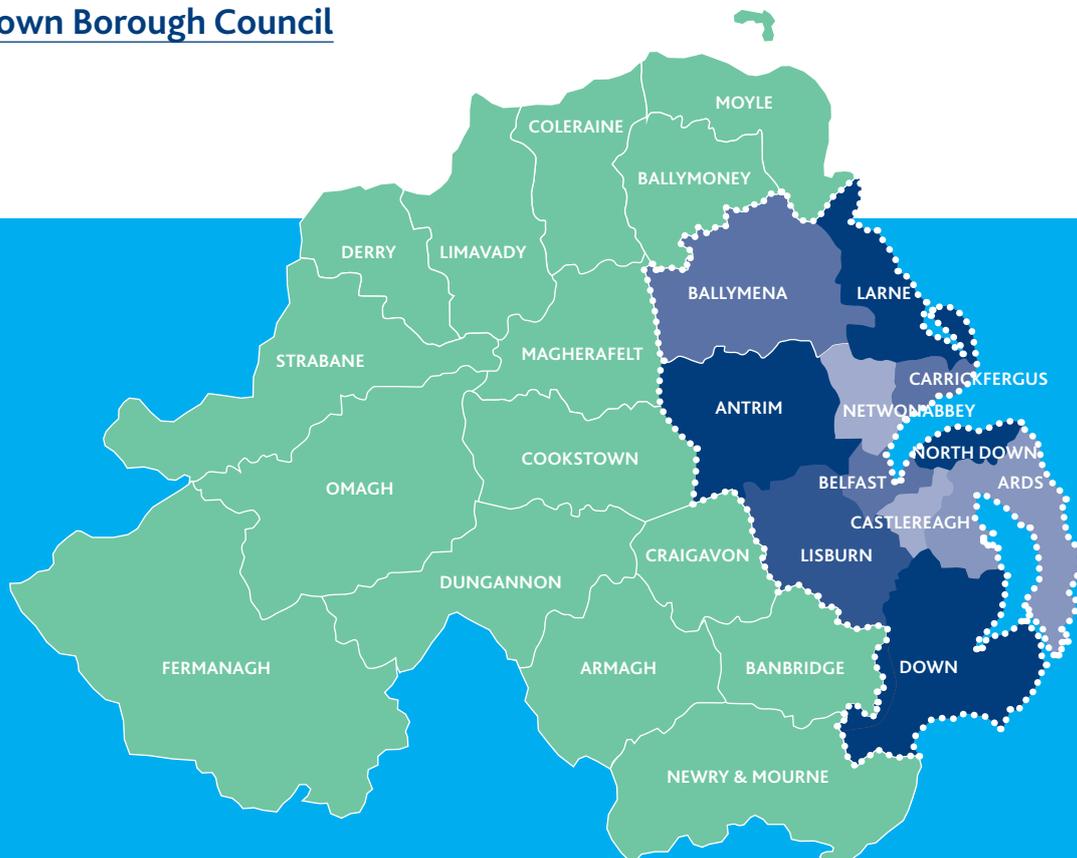
[Down District Council](#)

[Larne Borough Council](#)

[Lisburn City Council](#)

[Newtownabbey Borough Council](#)

[North Down Borough Council](#)



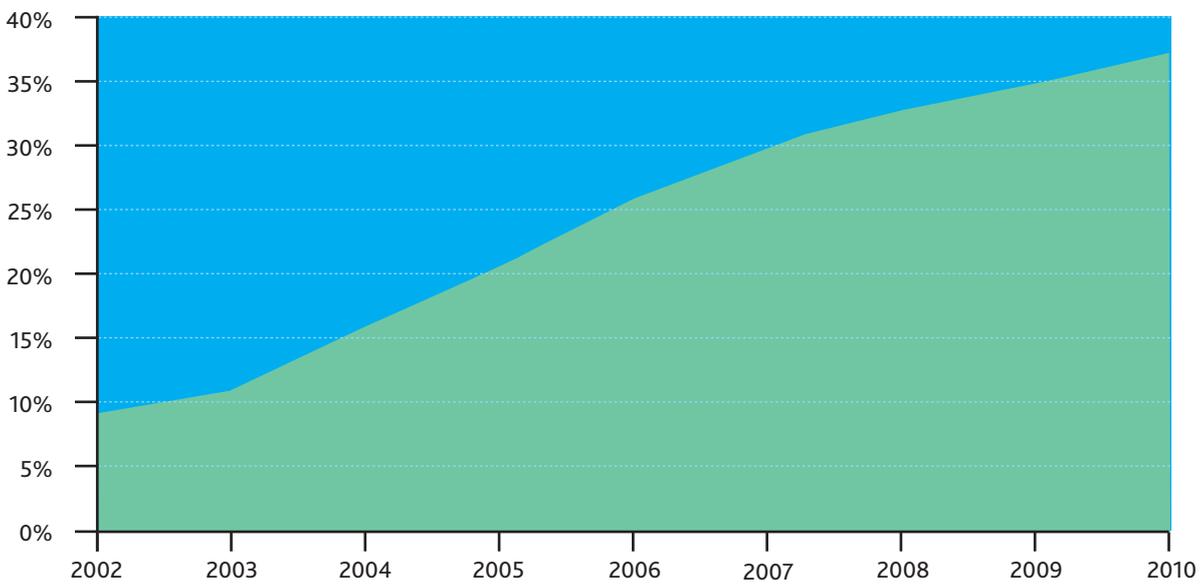
Statistics

arc21 covers around 25% of the total landbase, 54% of the population and 56% of the households in Northern Ireland.

The municipal waste arisings for 2010/11 in the arc21 sub-region totalled 531,996 tonnes with household waste accounting for 462,747 tonnes.

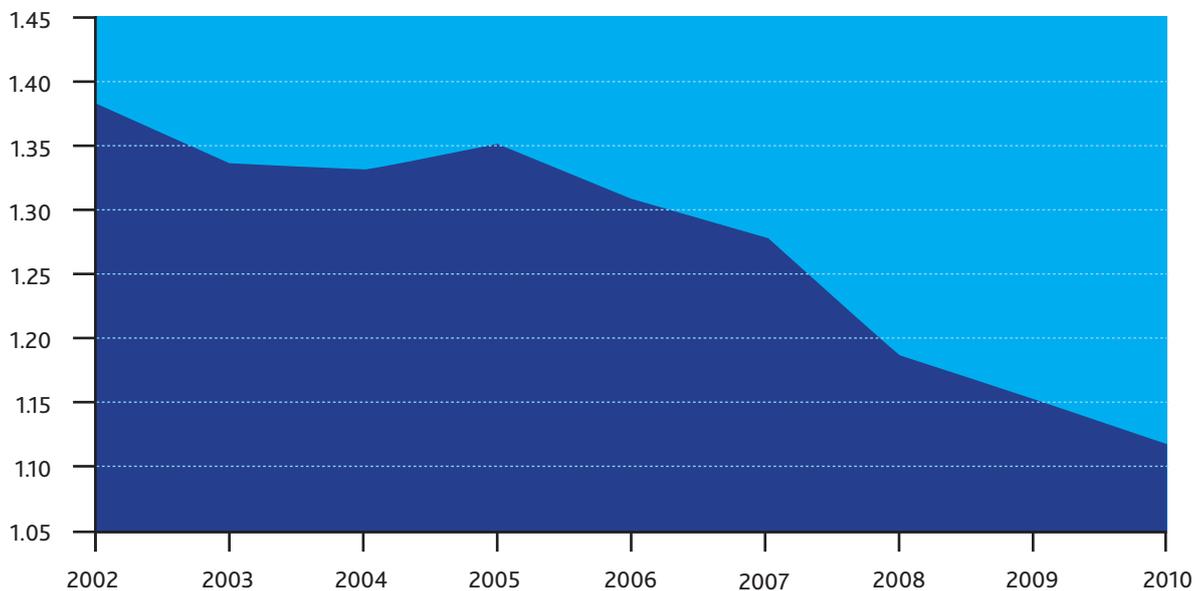
The household recovery/recycling rate in the arc21 sub-region has steadily risen since the turn of the century and can be illustrated as follows:

Housing Recycling Rate



The annual amount of waste produced by each household has declined over the same period as follows:

Amount of Waste Produced per Household (tonnes)



Principal Legal Drivers

The principal legal drivers which arc21 and Member Councils are required to comply with are:

- Council Directive 2008/98/EC of 19 November 2008 (Waste Framework Directive);
- Council Directive 1999/31/EC of 26 April 1999 (Landfill Directive);
- The Thematic Strategy on the Prevention and Recycling of Waste;
- The Waste & Contaminated Land Order 1997; and
- Waste and Emissions Trading Act 2003.

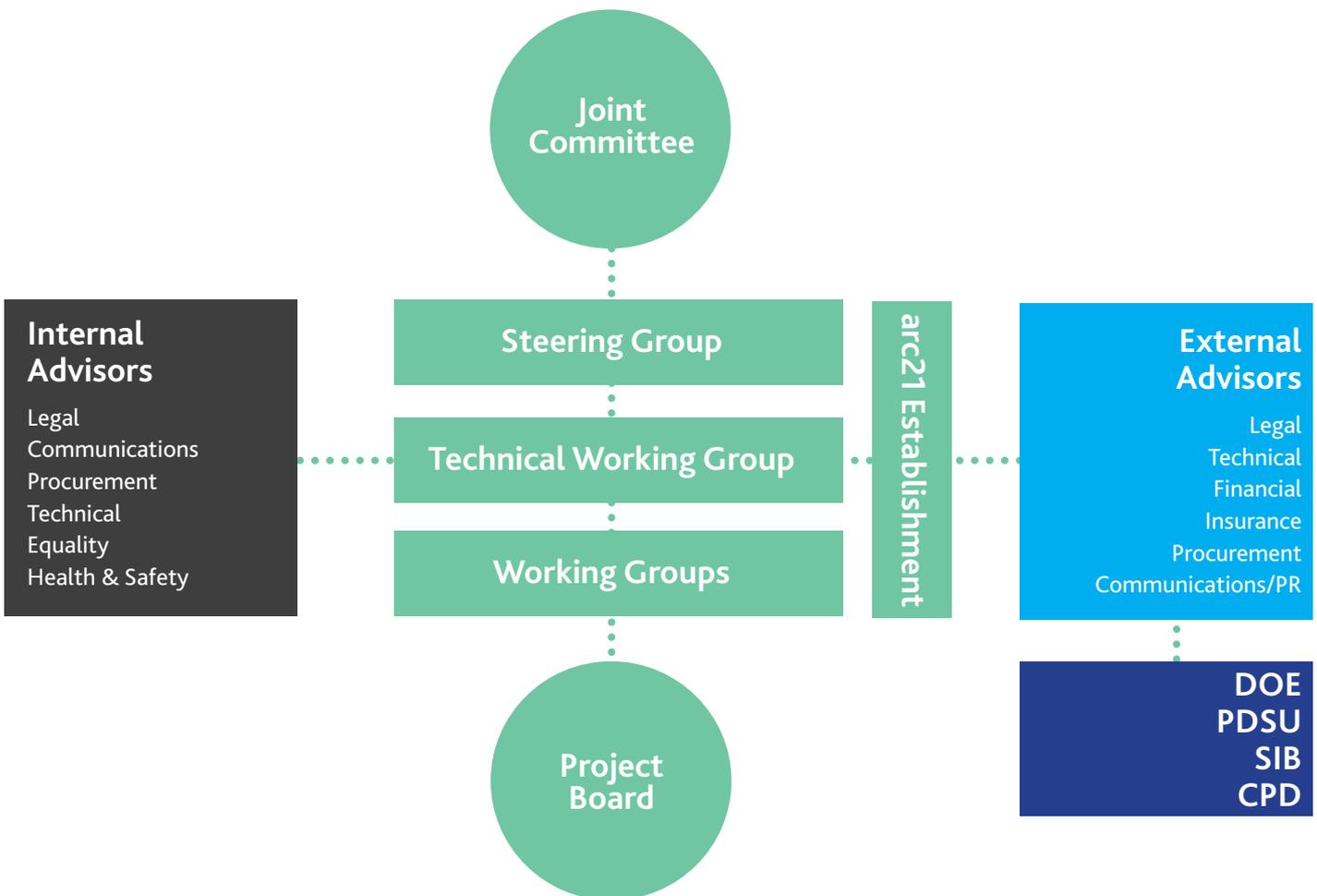
The legal drivers outline the statutory framework for the handling of waste in the Member States of the European Community including the requirement to have Waste Management Plans established and implemented.

The legislation places obligations on Member States which includes the collection and management of household waste and commercial and industrial waste.

In addition, the legal framework establishes principles in respect of landfill activities and, in particular, restricts the level of biodegradable municipal waste permitted to be landfilled by Member States. As a consequence, this has led to annual statutory targets being imposed on Councils in Northern Ireland.

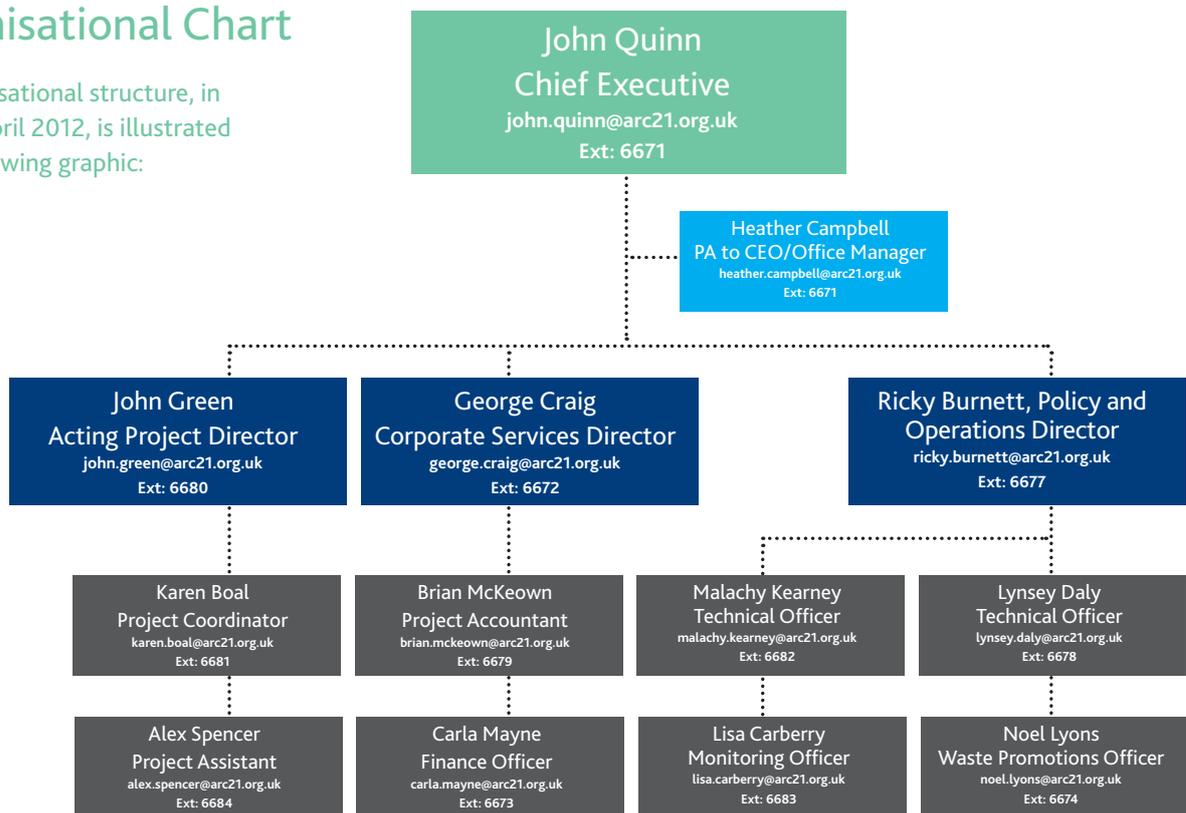
Organisational Governance

The governance arrangements, in place at April 2012, are illustrated in the following graphic:



Organisational Chart

The organisational structure, in place at April 2012, is illustrated in the following graphic:



Joint Committee

The Joint Committee is made up of two Elected Members nominated from each of the Constituent Councils and is the formal decision making body. The Standing Orders of the Joint Committee also allow Councils to nominate Substitute Members who are encouraged to attend Joint Committee meetings and other arc21 related activities.

Audit Committee

The Audit Committee is a key component of the corporate governance arrangements within arc21 and is made up of Elected Members from the Joint Committee together with an independent member to provide, in particular, specific technical accounting expertise.

arc21 Establishment

arc21 staff are responsible for the day-to-day functional activities of the organisation.

Steering Group

The Steering Group comprises Senior Officers from each of the Constituent Councils and is the key vehicle for discussion and recommendations being prepared for the Joint Committee.

Working Groups

A number of working groups have been established to provide important support in relation to the implementation of the Waste Management Plan. Under the direction of the Technical Working Group there are a number of function and contract working groups established to provide an appropriate level of technical and operational expertise in support of the specific waste policies being implemented.

The Finance Officers Working Group has been established to provide expertise on matters which have a financial or commercial impact on the issues under consideration by the Steering Group. The Recycling Officers Working Group provides a useful network forum for field Officers.

Internal Advisers

Additional support in specialist areas e.g. legal, equality, health and safety etc is provided by Officers from the Councils.

External Advisers

Additional technical expertise support is provided by External Advisers. Further support is also accessed through Central Government and associated agencies e.g. Strategic Investment Board (SIB), Programme Delivery Support Unit (PDSU) and the Central Procurement Directorate (CPD).

Project Board

The Project Board has been specifically established to facilitate delivery of the residual waste treatment project and comprises of Officers from arc21, Central Government, Government agencies and relevant external advisers.

Strategic Partners and Stakeholders

In order to assist arc21 in achieving the objectives as set out in this Plan, a number of external strategic partners and stakeholders have been identified with whom relationships will continue to be developed.

These partners operate in the public, private and other sectors and include:

- Local Government Bodies;
- Central Government and Non Departmental Public Bodies (NDPBs);
- Non Government Organisations (NGOs) and Voluntary and Community Sectors;
- Private Sector; and
- Members of the Public.

Local Government Bodies

The relevant local government bodies include:

- District Councils including Constituent Elected Members and the Joint Committee;
- Constituent Council Officers;
- Southern Waste Management Partnership (SWaMP 2008);
- North West Regional Waste Management Group (NWRWVG);
- Northern Ireland Local Government Association (NILGA);
- The Local Government Staff Commission;
- Society of Local Authority Chief Executives (SoLACE);
- RPA Workstreams;
- Technical Advisors Group (TAG); and
- Local Government Procurement Officers Group.



Central Government and Other Bodies

The relevant Central Government bodies/agencies include:

- Department of the Environment;
- Northern Ireland Environment Agency;
- Planning Service;
- Planning & Environmental Policy Group;
- Department of Finance and Personnel;
- Central Procurement Directorate;
- Strategic Investment Board;
- Programme Delivery Support Unit;
- Waste Programme Board and associated sub groups; and
- Procurement Practitioners Group.



NGOs and Voluntary and Community Sectors

The achievement of arc21's objectives of maximising landfill diversion, to achieve statutory targets, depends to a large extent on education and awareness activities being targeted at a local community level. NGOs and Voluntary and Community sector organisations are ideally placed to provide this type of promotional support.

Private and Voluntary Sectors

The delivery of the waste infrastructure and the procurement strategy is currently targeted at the private and voluntary sectors with the requirement to provide services for the processing and treatment of waste in return for a gate or service fee. The procurement of waste infrastructure must be able to incentivise the private and voluntary sectors to invest substantial sums to design, build, finance and operate facilities in long-term contracts.

Members of the Public

Members of the public have a key role to play in relation to the efficient and effective segregation of household waste, fully utilising waste facilities provided by Councils, as well as being consultees in relation to the Waste Management Plan and infrastructure proposals in their local area.

Professional Organisations

Professional Organisations are important in the context of developing networks, best practice transfer and continuing professional development. They are also recognised by arc21 as having a pivotal role to play in exerting policy influence.

Accordingly, Officers of arc21 play an active part in the following (inter alia):

- Chartered Institution of Wastes Management;
- Chartered Institution of Water and Environmental Management;
- Institution of Civil Engineers;
- Technical Advisors Group;
- Environmental Planning and Law Association (NI);
- UK Environmental Law Association;
- Chartered Institute of Purchasing and Supply;
- Institute of Directors;
- Society of Procurement Officers; and
- The Resource Association.

Joint Committee Members 2012/13

Council	Elected Member
Antrim Borough Council	Alderman Mervyn Rea Councillor Alan Lawther Councillor Thomas Burns (<i>Substitute</i>)
Ards Borough Council	Alderman Robert Gibson Councillor Angus Carson Councillor Deborah Girvan (<i>Substitute</i>)
Ballymena Borough Council	Councillor Hubert Nicholl (Chair) Councillor James Currie Alderman Sam Hanna (<i>Substitute</i>)
Belfast City Council	Councillor Pat McCarthy Councillor Gerard O'Neill Councillor Mervyn Jones (<i>Substitute</i>)
Carrickfergus Borough Council	Councillor Terry Clements Councillor Eric Ferguson Councillor Andrew Wilson (<i>Substitute</i>)
Castlereagh Borough Council	Alderman Jack Beattie Councillor Anne Beattie Councillor Brian Hanvey (<i>Substitute</i>)
Down District Council	Councillor Carmel O'Boyle Councillor Garth Craig Councillor William Dick (<i>Substitute</i>) Councillor Gareth Sharvin (<i>Substitute</i>)
Larne Borough Council	Alderman Winston Fulton (Deputy Chair) Councillor Michael Lynch Councillor John Mathews (<i>Substitute</i>)
Lisburn City Council	Councillor Andrew Ewing Alderman James Tinsley Councillor James Baird (<i>Substitute</i>) Councillor Patrick Catney (<i>Substitute</i>)
Newtownabbey Borough Council	Councillor Pat McCudden Councillor Robert Hill Councillor Jim Bingham (<i>Substitute</i>)
North Down Borough Council	Alderman Alan Graham Councillor James McKerrow

Steering Group 2012/13

Council	Officer
arc21	John Quinn Heather Campbell George Craig Ricky Burnett John Green Karen Boal
Antrim Borough Council	Geraldine Girvan Paul Holly Michael Laverty
Ards Borough Council	John Rea (Chair) Nigel Martin
Ballymena Borough Council	Rodger McKnight Donna Carey
Belfast City Council	Suzanne Wylie Tim Walker Cormac Quinn (Secretary)
Carrickfergus Borough Council	Alan Barkley Elizabeth Maginnis
Castlereagh Borough Council	Edwin Campbell Barry Donaldson Tim Smith
Down District Council	Canice O'Rourke (Deputy Chair) Joe Parkes
Larne Borough Council	Philip Thompson Elaine Smith
Lisburn City Council	Colin McClintock Noeleen O'Malley
Newtownabbey Borough Council	Hugh Kelly Jim Gurney Lisa Mayne
North Down Borough Council	Jackie Snodden Peter McCoy Alison Curtis



CORPORATE PLAN

2012-15

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