



## **Corporate Plan 2009-2012 Associated Business Objectives for 2010/11**

### **OBJECTIVE 1**

**To maintain the Waste Management Plan in compliance with legislative requirements and ensure its implementation contributes to wider policy objectives.**

#### **Planned Outcome**

A Waste Management Plan that is current, complete and compliant which also delivers measurable and positive benefits to broader policy objectives e.g. sustainable development, climate change and strategic energy framework.

#### **Aims and Actions for 2009/2012**

1. Review of the Waste Management Plan and incorporation of amendments, additions and revisions for determination by the Department of the Environment.
2. 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..
3. Submit relevant Implementation Action Plans to the Department of the Environment including introduction of new infrastructure and projections.
4. Submit relevant Annual Performance Reports to the Department of the Environment including monitoring review and intervention procedures.

#### **Associated Business Objectives 2010/11**

1. Develop a project programme pertaining to a review of the Waste Management Plan.
2. Produce an Annual Performance Report for submission to the Department of the Environment.
3. Produce an Implementation Action Plan for submission to the Department of the Environment.
4. Produce an overarching Annual Report and Financial Statements for all stakeholders.

5. Ensure that quarterly Wastedataflow returns are processed by arc21 within prescribed timeframes.
6. Continue to engage with the Department of the Environment and DEFRA in connection with the transposition and implementation of the revised Waste Framework Directive.
7. Complete and submit responses to relevant consultations papers before closing dates.
8. Continue to develop Procurement Policies compatible with the Waste Management Plan and its implementation.
9. Continue to produce and disseminate appropriate guidance on applicable best practice to Councils.

## **OBJECTIVE 2**

**To ensure the provision of infrastructure, services and supplies consistent with the Waste Management Plan and in accordance with the principles of sustainability and best value.**

### **Planned Outcome**

The establishment of an integrated network of infrastructure, services and supplies which contribute to the delivery of targets in an equitable and economically advantageous way.

### **Aims and Actions for 2009/2012**

1. Complete the procurement process for the provision of services to treat residual waste.
2. Continue with baseline work in support of delivering the facilities to treat organic and residual waste respectively.
3. Continue to work with stakeholders to alleviate barriers and constraints to the development of facilities with emphasis on legal vices, site acquisition and obtaining regulatory permits.
4. Continue to work with Local Government, Central Government and other strategic partners to maximise funding support including central government subvention.
5. Continue to develop relationships with the supply chain in the waste sector.

## Associated Business Objectives 2010/11

1. Maintain progress with the procurement of the services pertaining to the treatment of residual waste programme including completion of the ISDS stage.
2. Maintain progress with the various strands of work conducted in parallel to the residual waste treatment procurement process to facilitate timely delivery of facilities. e.g. assimilation of data to inform Environmental Impact Statements etc..
3. Continue to engage with the Department of the Environment, Programme Delivery Support Unit and Strategic Investment Board in support of the residual waste treatment project.
4. Continue incremental implementation of contractual arrangements for treating organic waste as agreed with constituent Councils and the Contractor.
5. Ensure the applications for planning permission for the transfer stations associated with the haulage of organic waste are processed by the Planning Service.
6. Ensure the application for planning permission for the organic waste treatment facility at Dargan Road, Belfast is submitted to the Planning service.
7. Continue to manage operational contracts e.g. Materials Recovery Facility, Landfill, Bring Sites, Organic Treatment etc..
8. Procure the annual supplies contract for the purchase of various waste containers and liners.
9. Procure the service contract pertaining to the haulage of waste.
10. Procure the general service pertaining to specialist procurement and contract legal advisers.
11. Ensure that the financial planning for the organisation is in line with the organisation objectives.
12. Continue with the risk audit regime for all contracts.

## OBJECTIVE 3

**To strengthen arrangements with all stakeholders which contributes to effective and efficient waste management.**

### Planned Outcome

The delivery of best value through establishing, developing and reinforcing of strategic partnerships and alliances with the public, private and other sectors throughout the UK and beyond.

## **Aims and Actions for 2009/2012**

1. Continue to provide a central conduit for interaction with government departments and agencies on issues of mutual interest.
2. Continue to work with other local government bodies e.g. NILGA, SOLACE, TAG & other Waste Management Groups on issues of mutual interest.
3. Continue to engage with Non Government Organisations (NGO's), professional bodies, trade organisations, pressure groups and other similar groups on matters of mutual interest.
4. Forge robust relationships with private sector partners including existing and potential service providers.
5. Participate in forums established to address strategic and policy issues.
6. Implement engagement with other strategic bodies in the UK and Europe e.g. other waste management partnerships.

## **Associated Business Objectives 2010/11**

1. Continue to attend and participate in the various arc21 Council Officer forums e.g. Audit Committee, Steering Group, Technical Working Group, Finance Officers Group and Recycling Officers Group.
2. Initiate arrangements to facilitate closer liaison with and between Council Operational Staff.
3. Continue to ensure the membership of the Project Board for the residual waste project reflects an inclusive approach to delivery of the project and that it meets with sufficient regularity to facilitate appropriate progress with the programme.
4. Participate in the various national forums associated with the delivery of infrastructure e.g. Waste Infrastructure Programme Board (WIPB).
5. Participate in existing or newly established forums associated with the implementation of the Northern Ireland Waste Management Strategy e.g. Strategic Waste Board, Waste Programme Steering Group and Learning & Communication Forum.
6. Continue to interact with the Joint Committee, Ministers, MEP's, MP's, MLA's and Councillors in pursuance of arc21 objectives.
7. Continue to interact with government institutions including Committees and Departments in pursuance of arc21 objectives.
8. Continue to interact with regulators and government sponsored organisations e.g. NIEA and WRAP.
9. Continue to interact with the private sector organisations and members of the third sector e.g. voluntary, non profit bodies etc..

10. Contribute to the strengthening of local government through continuing engagement with NILGA.
11. Contribute to the implementation process associated with the Review of Public Administration, including engagement with Transition Committees and other stakeholders.
12. Continue with the regular cycle of meetings with service providers to identify and explore developments relating to contracts including management and administration.
13. Ensure invoices from suppliers and to customers are processed in line with best practice.
14. Explore opportunities for benchmarking with other similar organisations.

#### **OBJECTIVE 4**

**To promote, communicate and provide advice on waste reduction, recycling and recovery measures both directly and in partnership with others.**

#### **Planned Outcome**

A discernable increase in awareness of the various strands of technical solutions allied to evidence of attitudinal and behavioural change with respect to the establishment of infrastructure and application of measures during the implementation of the Waste Management Plan.

#### **Aims and Actions for 2009/2012**

1. Provision of central interface with the Department of the Environment and associated agencies on strategic education and awareness issues.
2. Focus on activities associated with the residual waste project.
3. The provision of central resources with regard to strategic education and awareness initiatives including the signposting facilities to other sources of information for constituent Councils.
4. Participation in regional and sub-regional initiatives in conjunction with partners.
5. Continue to provide a mobile education vehicle service and ensure equitable access to constituent Councils.

## Associated Business Objectives 2010/11

1. Maintain, update and implement the Communications Strategy flowing from the residual waste project to take account of prevailing circumstances during the year.
2. Continue with the publication of the arc21 magazine “Wasteline”.
3. Maintain and develop the arc21 website to ensure its contents are timely, accurate and easily accessed.
4. Seek appropriate opportunities for media coverage of pertinent issues throughout the year.
5. Respond to all media enquires in a timely and appropriate manner.
6. Seek appropriate opportunities to speak at conferences, seminars and workshops.
7. Continue with the operation of the education vehicle and ensure it is fully utilised by constituent councils at appropriate venues and events e.g. schools, shopping centres, regional exhibitions/shows etc..
8. Continue to encourage the use of the design guidelines in relevant promotional and education/awareness material.
9. Develop opportunities to deliver appropriate promotional and educational/awareness activities in conjunction with service providers.
10. Participate in any national communication framework or relevant initiative established by the Department of the Environment.
11. Continue to develop integrated communications policies and programme with member Councils and/or Government.

## OBJECTIVE 5

**To build the capacity of arc21 and its Member Councils as the foundation and platform for continuous improvement.**

### Planned Outcome

To ensure that Elected Members, staff and Council Officers have sufficient knowledge and adequate resources to enable improvement in performance on a continuous basis.

### Aims and Actions for 2009/2012

1. Ensure the arc21 staff structure and complement is suitable to meet the organisation’s requirements and targets.
2. Ensure that arc21 staff continue to develop skills, knowledge and competency to meet the ongoing needs of their job and anticipated changes.

3. Ensure that Elected Members and Council Officers are kept apprised of issues relevant to the remit of arc21.
4. Submit collective responses to consultation documents as appropriate.
5. Continue to develop and implement the range of Key Performance Indicators to drive continuous improvement.

### Associated Business Objectives 2010/11

1. Maintain the agreed arc21 staff establishment level.
2. Continue to issue regular update bulletins to the Chief Executives of arc21 Councils and provide an annual briefing session dedicated to the Chief Executives.
3. Undertake appropriate activities aimed at building the capacity of the Joint Committee, Audit Committee and other Elected Members.
4. Continue to operate to a standard consistent with that necessary for Centre of Procurement Expertise accreditation.
5. Investigate and identify the most appropriate externally verified accreditation scheme for arc21 to consider attaining.
6. Undertake and complete the annual staff performance and appraisal scheme and personal development programme.
7. Encourage membership of relevant professional institutions within the staff complement.
8. Continue with the regular cycle of staff meetings throughout the year.
9. Ensure attendance by staff and Joint Committee Members at appropriately identified seminars, conferences, exhibitions and workshops.
10. Develop associated business objectives for all Strategic Objectives to cover the period 2011/2012.

