

CORPORATE PLAN 2007 to 2010 AND ANNUAL SERVICE PLAN 2008/09
WDA/02/08

Recommendation

That:

1. the Authority reaffirms the Corporate Plan for 2007-2010;
2. Members note the revised Corporate Risk Register for 2008/09;
and
3. Members approve the Authority's set of Annual Service Plans for 2008/09.

CORPORATE PLAN 2007 to 2010 AND ANNUAL SERVICE PLAN 2008/09
WDA/02/08

Report of the Director of Waste Disposal

1. Purpose of the report

To seek Members' approval to reaffirm the Corporate Plan for 2007 to 2010 and to consider the set of Annual Service Plans for 2008/09.

2. Background

- 2.1. The Authority has a three year Corporate Plan, the current version of which was approved by Members at a meeting of the Authority held on 20th April 2007 to cover the period 2007 to 2010. A copy of the Corporate Plan is attached at Appendix 1.
- 2.2. The Corporate Plan identifies the Authority's Vision, Aims and Objectives from which strategic plans for improvement can be drawn.
- 2.3. The Authority's Performance Management Framework (PMF) was reviewed during 2007/08 and the need for Annual Service Plans was identified. The aim of these plans is to manage each of the Authority's five sections' activities and their resources for the year to provide the step changes required to deliver the Corporate Plan.

3. Annual Service Plans

- 3.1 The Annual Service Plans support the Authority's PMF which uses a 'Golden Thread' approach, whereby a link can be demonstrated between the organisational goals and the contribution made at a project and individual level. An illustration of the corporate planning process is attached at Appendix 2

- 3.2 Annual Service Plans provide a planning process at a sectional level. Copies of each of the five section plans are attached at Appendix 3. Each plan details the resources available and the key priorities, described as 'Areas of Focus.' Each plan reflects how key projects and sectional activities will be focused to deliver continuous improvement and ultimately contribute to the delivery of the Corporate Plan.
- 3.3 To ensure that the Authority's performance can be monitored and managed effectively, the service plans identify performance indicators and targets which will contribute to the overall corporate targets.
- 3.4 Members attention is drawn to the following key Areas of Focus and associated projects during 2008/09:
- Corporate Development through improvement in performance management, HR review, Sustainable Development Action Plan and Joint Communications. (Corporate Services Service Plan - Appendix 3a)
 - The continued development of the Joint Municipal Waste Management Strategy, Education and Awareness Programme and Merseyside Waste Partnership. (Waste Strategy Service Plan - Appendix 3b)
 - Delivery of the Waste Management and Recycling Contract (WMRC) during 2008/09 through the Procurement Project and the management of the transition from existing to new contracts. (Waste Contracts Section Service Plan - Appendix 3c)
 - Acquisition of sites for new waste facilities and associated planning permissions. (Environmental and Planning Service Plan- Appendix 3d)
 - Development of new and existing waste facilities. (Waste Facilities Service Plan - Appendix 3e)

4 Risk Analysis

- 4.1 The Authority takes a risk-based approach to its corporate planning processes and maintains a Corporate Risk Register.
- 4.2 In reviewing the Corporate Plan and developing the key priorities within the Service Plans, consideration has been given to the key risks facing the Authority.
- 4.3 The Corporate Risk Register has been updated to reflect the key risks facing the Authority in 2008/09 and is attached at Appendix 4.

4.4 The following significant changes have been made to the register:

- The identification of risks associated with the Authority's responsibilities as shareholder of Mersey Waste Holdings Limited.
- The identification and management of the Authority's risks in terms of litigation.
- The need for change management during 2008/09 during the transition from existing to new waste contracts.

5 Financial Implications

The Annual Service Planning process has been aligned with the budget process and resource requirements to deliver the Service Plans and key projects have been included in the proposed Revenue Budget 2008/09.

6 Monitoring Arrangements

- 6.1 Performance Monitoring Reports are published on a quarterly basis to Members, stakeholders and the public.
- 6.2 Management reports are also produced for internal use to allow the management team to make informed decisions on the delivery of plans and key projects.

7 Conclusion

Members are asked to reaffirm the Corporate Plan, note the revised Corporate Risk Register and to approve the Annual Service Plans attached to this report.

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The background documents to this report are open to inspection in accordance with Section 100D of The Local Government Act 1972 – Nil.



VISION, AIMS AND OBJECTIVES 2007/10

VISION:

'To improve people's quality of life by ensuring that waste is sustainably managed to bring about the best combination of environmental, economic and social benefits'

AIM 1 Contracts and Procurement Programme

1. That the people of Merseyside receive value for money services of the highest quality that are focused on the needs of the community and the environment.

Objectives:

- 1.1. To sustainably procure goods and deliver services which are best practice and demonstrate value for money.
- 1.2. To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.

Improvement Targets:

- To procure and let major new waste management contracts for landfill, recycling and resource recovery
- To recycle or compost at least 33% of municipal waste by 2010.
- To recover 15% of municipal waste by 2010.
- To divert from landfill 50% of HWRC waste by 2010.
- To achieve a customer satisfaction level of 85% of HWRC users by 2010.

AIM 2 Site and Facility Management Programme

2. That the Authority acquires and maintains quality waste facilities which meet the current and future needs of the Merseyside Partnership and deliver improved environmental performance.

Objectives:

- 2.1. To manage and develop sites and facilities in a safe and environmentally responsible manner.
- 2.2. To contribute to the Merseyside DPD process for adoption by 2010 and to develop the Authority's planning strategy to be consistent with the JMWMS and, wherever possible, the DPD.
- 2.3. To complete the restoration of the Authority's closed landfill sites and secure sustainable aftercare arrangements.
- 2.4. To ensure that effective environmental monitoring and control measures are in place at the Authority's sites.

Improvement Targets:

- To build a second MRF on Merseyside by 2009.
- To limit the level of rejected materials through a MRF to 10%
- To undertake at least 95% of the planned schedule for environmental monitoring.

AIM 3 Corporate Programme

3. That the Authority is governed in a fair, open, honest and inclusive way which clearly demonstrates a sustainable and responsible approach to working for and with the community.

Objectives:

- 3.1. To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.
- 3.2. To develop our workforce and Members to maximise their effectiveness and support an appropriate work-life balance.
- 3.3. To deliver continuous improvement of our own environmental performance.
- 3.4. To improve the Authority's image and profile to maximise community participation.

Improvement Targets:

- To manage sickness absence to within the top quartile of local authorities by 2010.
- To increase the percentage of staff receiving staff development interviews to 100%.
- To ensure the Authority receives an unqualified opinion on all of its audits.

- To deliver at least three workshops for Members each year.
- To increase the number of press releases reported in the media to 80% by 2010.

AIM 4 Strategy and Performance

4. That the Authority delivers a Joint Municipal Waste Strategy for Merseyside which ensures the sustainable management of municipal waste produced on Merseyside.

Objectives:

- 4.1. To lead the development and implementation of a sustainable Joint Municipal Waste Management Strategy for Merseyside and its wider role within the region.
- 4.2. To continuously develop and review our performance, policies and strategies in line with regional and national guidelines and current best practice.
- 4.3. To demonstrate inclusivity through effective communication, consultation and engagement with all stakeholders to encourage active participation and ownership of the JMWMS.
- 4.4. To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.

Improvement Targets:

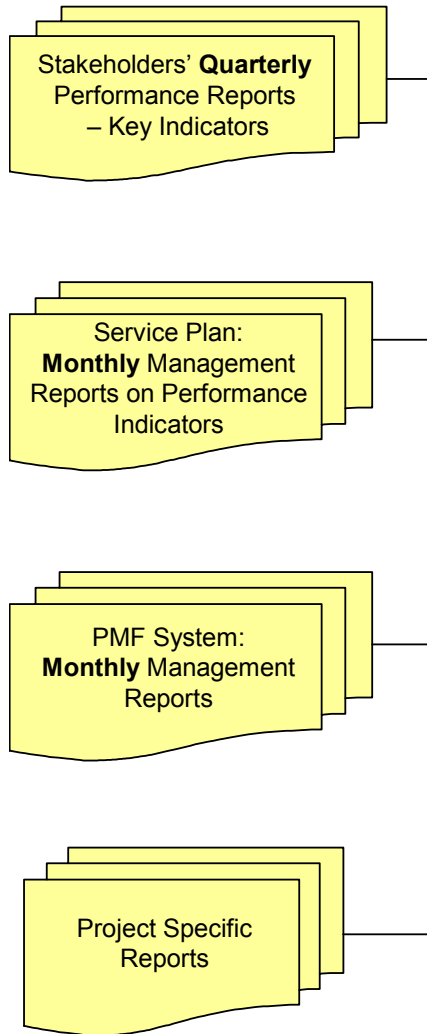
- To reduce waste growth to 2% per annum by 2010 and 0% by 2020 and to optimize re-use where reduction is not possible.
- To produce four monitoring reports per year which provide information on progress against the Service Plan and performance targets.
- Enact a behavioural change amongst residents of Merseyside via feedback based on obtaining 95% positive response to manage residents waste more sustainably by 2010.
- To provide training to 100% of MWDA staff and elected Members on key waste strategy issues by 2010.



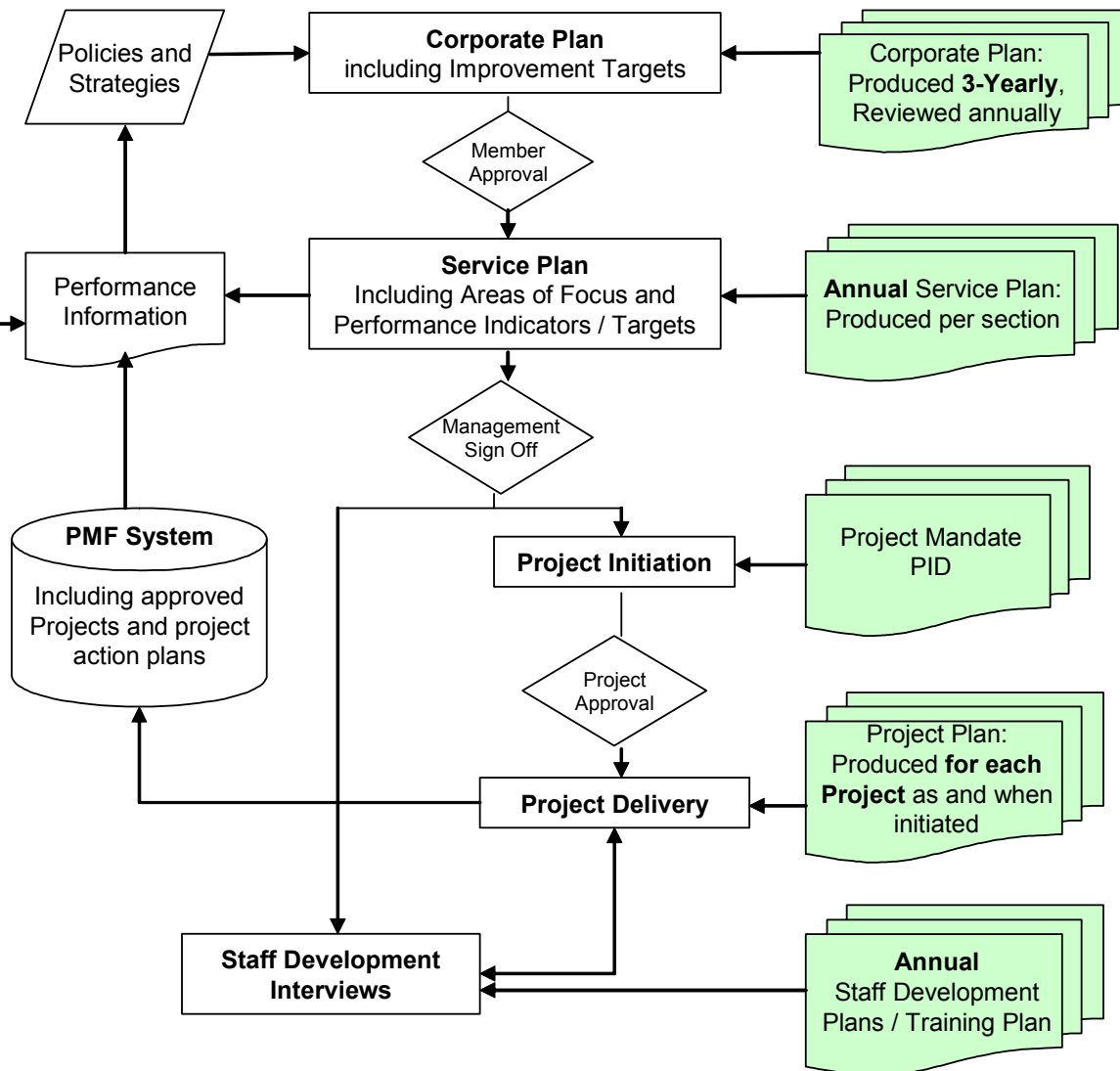
Corporate Planning

APPENDIX 2

Performance Documents:



Planning Documents:





SERVICE PLANNING

CORPORATE SERVICES SECTION

NAME:		YEAR:
Mandy Valentine Corporate Services Manager		2008/09
RESOURCES:		
<p>9 Staff as follows: Corporate Services Manager (AV) Assistant Corporate Services Manager (PP) Communications Officer (CG) Communications Assistant (JL) Corporate Services Officer (MC) Performance Support Officer (LJ) Financial Support Officer (JMc) Information Systems Officer (RF) PA to the Director (LL)</p> <p>Establishment Budget 2008/09 – £2,505,935 Communications Budget 2008/09 - £188,123</p>		
Maintenance Activities		
Title	Programme	Corporate Objective
Human Resources <ul style="list-style-type: none"> • Attendance/Timesheets • Subsistence Claims • Sickness Absence • Recruitment • Training 	CORPORATE	Objective 3.2: To develop our workforce and Members to maximise their effectiveness and support an appropriate work-life balance.
Member Services and Governance <ul style="list-style-type: none"> • Servicing Meetings • Forward Plan • Audit Compliance • Decision Making Processes 	CORPORATE	Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.

<p>ICT</p> <ul style="list-style-type: none"> • Support & Maintenance • Data Backup & Security • System Development & Maintenance 	CORPORATE	<p>Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.</p>
<p>PR & Communications</p> <ul style="list-style-type: none"> • Press Releases • Media Relations • Website Maintenance 	CORPORATE	<p>Objective 3.4: To improve the Authority's image and profile to maximise community participation.</p> <p>Objective 4.4: To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.</p>
<p>Corporate Development</p> <ul style="list-style-type: none"> • Performance Management • Risk Management • Statistics and Data Quality 	CORPORATE	<p>Objective 3.3: To deliver continuous improvement of our own environmental performance.</p> <p>Objective 4.2: To continuously develop and review our performance, policies and strategies in line with regional and national guidelines and current best practice.</p>
<p>Financial Services</p> <ul style="list-style-type: none"> • Orders and Payments • Petty Cash • Construction Industry Scheme 	CORPORATE	<p>Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.</p>
<p>General Administration & Secretarial</p> <ul style="list-style-type: none"> • Mail Services • Telephone Queries • Travel & Accommodation • Office Maintenance • Comments and Complaints • PA to Director • Reception 	CORPORATE	<p>Objective 3.4: To improve the Authority's image and profile to maximise community participation.</p>
<p>Waste Contract Support</p> <ul style="list-style-type: none"> • Asbestos Service 	CONTRACTS & PROCUREMENT	<p>Objective 1.2: To work with our customers and</p>

<ul style="list-style-type: none"> • Charity Waste • Clinical Waste • Contract 1 Support • HWRC Contract • Procurement Support inc. Comms • Sites & Planning Comms 		stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.
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PRIORITIES:

CORPORATE OBJECTIVE	AREA OF FOCUS FOR 2008/09
Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.	Corporate 1-2008/09: To fulfil statutory obligations and continuously improve corporate governance and services.
Objective 3.2: To develop our workforce and Members to maximise their effectiveness and support an appropriate work-life balance.	Corporate 2 – 2008/09: To develop Members and staff to deliver an efficient and effective waste management service post contract award.
Objective 3.3: To deliver continuous improvement of our own environmental performance.	
Objective 3.4: To improve the Authority's image and profile to maximise community participation.	Corporate 4 – 2008/09: To improve corporate and joint communications.
Objective 4.2: To continuously develop and review our performance, policies and strategies in line with regional and national guidelines and current best practice.	Strategy 2 – 2008/09: To ensure that the Authority develops best practice policies and activities that support the aims of the updated JMWMS and Waste Strategy for England 2007.

PROJECTS:

Title	Project Manager	Area of Focus
Code of Corporate Governance 2008/09	Mandy Valentine	Corporate 1
PMF & Service Plan 2008/09	Mandy Valentine	Corporate 1
Annual Plan 2008/09	Paula Pocock	Corporate 1
ICT Strategy Review	Mandy Valentine	Corporate 1
Waste Data Project	Mandy Valentine	Corporate 1
Post Contract Award Structure- Corporate Services	Mandy Valentine	Corporate 2
Local Conditions of Service Review	Paula Pocock	Corporate 2

Job Evaluation	Paula Pocock	Corporate 2
Staff Development Programme 08/09	Paula Pocock	Corporate 2
Member Training and Development 2008/09	Mandy Valentine	Corporate 2
Intranet Development	Paula Pocock	Corporate 4
Communications Review	Paula Pocock	Corporate 4
Joint Communications	Paula Pocock	Corporate 4
Waste Data Project	Mandy Valentine	Strategy 2
LATS Trading Strategy	Mandy Valentine	Strategy 2
PERFORMANCE:		
National Performance Indicators		Target 2008/09
BVPI12 Average No. of working days lost to sickness per employee.		Upper Quartile
Local Performance Indicators		Target 2008/09
Average waiting time between enquiry and disposal of asbestos waste by a householder.		31 days
To deliver at least two workshops for Members in 2007/08.		2
To produce four performance monitoring reports per year which provide information on progress against the Service Plan and performance targets.		4 Quarterly Reports
Response to enquiries from stakeholders.		5 working days
User Satisfaction - Handling of Complaints		90%
Processing of Invoices		30 days
All staff receive a Staff Development Interview		100%
Media Coverage - % positive		60%



SERVICE PLANNING

WASTE STRATEGY SECTION

NAME:	YEAR:
Stuart Donaldson Waste Strategy Manager	2008/09
RESOURCES:	
<p>5 Staff as follows: Waste Strategy Manager (SD) Assistant Waste Strategy Manager (SA) Waste Policy Officer (GS) Sustainability and Waste Prevention Officer (TS) Education and Awareness Officer (COB)</p>	

PRIORITIES:	
CORPORATE OBJECTIVE	AREA OF FOCUS FOR 2008/09
<p>Objective 4.1: To lead the development and implementation of a sustainable Joint Municipal Waste Management Strategy for Merseyside and its wider role within the region.</p>	<p>Strategy 1 To undertake the preparatory work for the full review of the JMWMS and develop the MWDA 3 year Action Plan as part of the strategy framework to sit alongside the DCAPs. (Projects 1 + 5)</p>
<p>Objective 4.2: To continuously develop and review our performance, policies and strategies in line with national guidelines and current best practice.</p>	<p>Strategy 2 To ensure that the Authority develops best practice policies and activities that support the aims of the updated JMWMS and Waste Strategy for England 2007. (Projects 4 ,5, 8 + 11)</p>
<p>Objective 4.3: To demonstrate inclusivity through effective communication, consultation and engagement with all stakeholders to encourage active participation and ownership of the JMWMS.</p>	<p>Strategy 3 To actively engage with stakeholders and encourage participation in waste related initiatives/service delivery and support behavioural change</p>

	through effective education and awareness. (Projects 7 – 11)
Objective 4.4: To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.	Strategy 4 To improve the structures and processes for the Waste Partnership and to scope the business case and implementation plan for change. Identify opportunities to support the third sector and on commercial waste. (Projects 2, 3, 5 , 6 + 11)
Objective 3.3: To deliver continuous improvement of our own environmental performance.	Corporate 3 To develop the necessary management and reporting systems and implement the action plans that support the Authority's policies for sustainable development. (Project 4)

KEY PROJECTS:

Title	Project Manager	Area of Focus
1. Develop the JMWMS by: <ul style="list-style-type: none"> a. Scoping the work programme for the Strategy Review in 2009/10; b. Develop and agree the MWDA 5 year Action Plan 	Stuart Donaldson	Strategy 1
2. Approval of the Inter Authority Agreement	Stuart Donaldson	Strategy 4
3. Development of the Merseyside Waste Partnership and Senior Officers Working Group	Stuart Donaldson	Strategy 4
4. Implement the Sustainable Development Action Plan by: <ul style="list-style-type: none"> a. Develop the Corporate Social Responsibility baselines, action plan and commence annual reporting; b. Developing the Corporate Environmental Management System including Carbon Management/Footprint; c. Support progress on sustainable procurement within the National Flexible Framework; 	Stuart Donaldson	Strategy 2 Corporate 3

d. Undertaking sustainability appraisals on upcoming policies, projects and activities; e. Support work on statutory Strategic Environmental Assessments;		
5. Support the development of commercial waste recycling	Stuart Donaldson	Strategy 1, 2, 4
6. Market and sector development	Stuart Donaldson	Strategy 4
7. Implement the Education and Awareness Action Plan	Shaun Alexander	Strategy 3
8. Implement the Waste Prevention Action Plan	Shaun Alexander	Strategy 2 + 3
9. WRAP Home Composting Campaign Phase 5	Shaun Alexander	Strategy 3
10. Actively engage and seek opportunities to support Social Enterprises and the Third Sector.	Shaun Alexander	Strategy 2, 3 + 4

Maintenance Activities		
Title	Programme	Corporate Objective
Performance Management and Quarterly Reviews including interpretation of data.	STRATEGY and PERFORMANCE	Objective 4.2: To continuously develop and review our performance, policies and strategies in line with national guidelines and current best practice.
Strengthening the interface with 5 Collection Authorities and Halton: <ul style="list-style-type: none"> • 1-2-1 meetings with Districts; • Monitoring of DCAPs/Fact Files • Management of SOWG • Management of Waste Prevention Forum 	STRATEGY and PERFORMANCE	Objective 4.4: To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.
Policy Development: <ul style="list-style-type: none"> • Consultation responses; • Briefing • Research and Development • Definitions • Civil Contingencies 	STRATEGY and PERFORMANCE	Objective 4.2: To continuously develop and review our performance, policies and strategies in line with national guidelines and current best practice. Objective 4.4: To develop joint

		working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.
<p>Strategic links:</p> <p>European Level:</p> <ul style="list-style-type: none"> Merseyside Brussels Office <p>National Level:</p> <ul style="list-style-type: none"> DEFRA and other government departments LGA, LARAC, WRAP, NAWDO, BREW <p>Regional Level:</p> <ul style="list-style-type: none"> NWDA, NWRA, GONW, Envirolink, <p>Sub-regional and Local:</p> <ul style="list-style-type: none"> Merseyside Partnership Merseyside Policy Unit Local Strategic Partnerships Local Area Agreements Environment Economy Group Merseyside Environmental Officers Group Merseyside Sustainable Development Group Other WDAs 	STRATEGY and PERFORMANCE	<p>Objective 4.2:</p> <p>To continuously develop and review our performance, policies and strategies in line with national guidelines and current best practice.</p>
<p>Procurement and Contract Support:</p> <ul style="list-style-type: none"> Document and contract development Policy and strategy data provision Contribute to competitive dialogue 	CONTRACTS AND PROCUREMENT	<p>Objective 1.2:</p> <p>To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.</p>
<p>Planning and Sites:</p> <ul style="list-style-type: none"> Sites Group Waste LDD Steering Group Regional Technical Advisory Body (RTAB) 	SITES AND FACILITIES MANAGEMENT	<p>Objective 2.1</p> <p>To manage and develop sites and facilities in a safe and environmentally responsible manner</p> <p>Objective 2.2</p>

		To contribute to the Merseyside DPD process for adoption by 2010 and to develop the Authority's planning strategy to be consistent with the JMWMS and, wherever possible, the DPD
<p>Communications and PR:</p> <ul style="list-style-type: none"> • Joint Communications Group • Communications Group • Contributions to Annual Report • Contribute to Website updates and development • Contribute to Press Releases. 	CORPORATE	<p>Objective 3.4: To improve the Authority's image and profile to maximise community participation.</p> <p>Objective 4.4: To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.</p>
<p>Financial Services:</p> <ul style="list-style-type: none"> • Budget setting and management • Raising orders 	CORPORATE	<p>Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.</p>

PERFORMANCE:	
National Performance Indicators	Target 2008/09
NI 191 Residual household waste per head	606kg (based on BVPI target but need remodel figure)
NI 192 Household waste recycled and composted	28.85%
NI 193 Municipal waste landfilled	77% (2010 JMWMS target)
NI 185 CO2 reduction from Local Authority operations	Baseline to be set
NI 186 Per capita CO2 emissions in the LA area	Baseline to be set
NI 195 Improved street and environmental cleanliness (levels of litter and detritus)	Target to be set
NI196 Improved street and environmental cleanliness (fly tipping)	Target to be set

Local Performance Indicators	Target 2008/09
Response to enquiries from stakeholders.	5 working days
Progress on the National Sustainable Procurement Flexible Framework	To achieve level 2 (Foundation) by 31 March 2009
Accreditation to the Institute of Environmental Management and Auditing Acorn Scheme.	To gain accreditation up to phase 6 by 31 March 2009.
Issue first Corporate Social Responsibility Report	30 June 2008
5,000 (0.75% of households) home compost bins sold under WRAP scheme phase 5 in Merseyside.	31 December 2008
40 visits to MRF/Education centres/HWRCS of which 20 to be by schools with a focus on Eco Schools (3.5% of schools on Merseyside)	By 30 September 2008
Responses to relevant EU, National and regional consultations	100% response from MWDA or MWP within set deadlines.
Provision of agendas, minutes and action notes from formal meetings organised by the Waste Strategy team.	Agendas, reports and papers to be issued at least 7 working days before the meeting. Minutes and action notes to be issued within 5 working days after the meeting.



SERVICE PLANNING

CONTRACTS SECTION

NAME:		YEAR:
Jeff Sears Acting Contracts Manager		2008/09
RESOURCES:		
<p>Current resources: 7 Staff as follows:- Contracts Manager (JC) – seconded to Procurement Project Acting Contracts Manager (JS) Monitoring Officers (JF), (PJ), (BW) & (vacant post) Admin Support Officer (Temporary agency support)</p> <p>Approved Resources: 7 Staff as follows:- Contract Manager (WMRC/Landfill) Contract Manager (Interim/RRC) Assistant Contract Manager Compliance Officer (3 no.) Technical Compliance Officer Admin support from Corporate Services</p> <p>Establishment Budget (2008/09): Waste Disposal Contract (Contract 1) £19,296,773 HWRC Contract £7,091,004 Clinical Waste Disposal Contract £70,550 Hazardous Household Waste £10,250 Recycling Credits £5,761,192 WMRC £14,591,000 (provisional) Landfill Contract £11,765,000 Fairport NTDP Huyton £3,312,960</p>		
Maintenance Activities		
Title	Programme	Corporate Objective
Contract Management of existing Waste Management Contracts: - Waste Disposal Contract (Contract	CONTRACTS	Objective 1.1 "To sustainably procure goods and deliver services which

<p>1)</p> <ul style="list-style-type: none"> - HWRC Contract - Clinical Waste Disposal <p>Contract Management of new Waste Management Contracts</p> <ul style="list-style-type: none"> - WMRC - Interim RRC 		<p>are best practice and demonstrate value for money”.</p> <p>Objective 1.2 “To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.”</p>
<p><u>Contract Administration</u></p> <ul style="list-style-type: none"> • Contract maintenance and change control • Budget setting • Budget control • Payment and cost monitoring • Management reporting 		<p>Objective 3.3 “To deliver continuous improvement of our own environmental performance”.</p>
<p><u>Service delivery</u></p> <ul style="list-style-type: none"> • Intelligent client function • Service Contractor relations • District Council relations • External agencies relations • MOP relations/advice • Service compliance • Performance measurement • Quality measurement • Benchmarking • Value for money assessments • Risk management • Information & systems audits • Waste flow reporting (internal) • PR & Communications • Customer care • Customer satisfaction • Legal • Health & Safety • Environmental impact 		<p>Objective 3.4 “To improve the Authority’s image and profile to maximise community participation”.</p>
<p>Management of Recycling Credit Payment Scheme</p> <ul style="list-style-type: none"> • Budget setting 	<p>CONTRACTS</p>	<p>Objective 1.2 “To work with our customers and stakeholders to</p>

<ul style="list-style-type: none"> • Budget control • Payment monitoring • Claim approvals • Waste flow reporting • District & third party communications 		<p>continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.”</p> <p>Objective 3.3 “To deliver continuous improvement of our own environmental performance”.</p>
<p>Hazardous Household Waste Collection Scheme</p> <ul style="list-style-type: none"> • Budget setting • Budget control • Request investigations/approvals • Public communications • Contractor communications • Payment monitoring 	<p>CONTRACTS</p>	<p>Objective 1.2 “To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.”</p>
<p>Support to the Procurement Programme</p> <ul style="list-style-type: none"> • Provision of information to support procurement process • Waste Management Programme Group • Transition to new Service Provider 	<p>PROCUREMENT</p>	<p>Objective 1.1 “To sustainably procure goods and deliver services which are best practice and demonstrate value for money.”</p> <p>Objective 1.2 “To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.”</p>
<p>Communications and PR</p> <ul style="list-style-type: none"> • Internal Communications Group • Media Support • Website Support 	<p>CORPORATE</p>	<p>Objective 3.4 “To improve the Authority’s image and profile to maximise</p>

<ul style="list-style-type: none"> Contribution to annual BV Performance document 		community participation". Objective 4.4 “To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership”.
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PRIORITIES:		
CORPORATE OBJECTIVE	AREA OF FOCUS FOR 2008/09	
Objective 1.1 “To sustainably procure goods and deliver services which are best practice and demonstrate value for money.”	Contracts 1 – 2008/09: Procurement of Waste Services Contracts to implement the JMWMS for Merseyside	
Objective 1.2 “To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.”	Contracts 2 – 2008/09: To continuously improve the provision of waste services and identify efficiency improvements.	
PROJECTS:		
Title	Project Manager	Area of Focus
WRAP Green Waste Best Practice	John Fazakerley	Contracts 1 Contracts 2
Procurement Project	Terry Bradley	Contracts 1
For information only:		
Manage to closure all existing Waste Management Contracts	N/A	Contracts 1 Contracts 2
Mobilisation and Contract Management of new Waste Management Contracts	N/A	Contracts 1 Contracts 2
PERFORMANCE:		
National Performance Indicators (For information only)		Target 2008/09
NI 191 Residual Household Waste per head		tbc
NI 192 Household Waste recycled and composted		tbc
NI 193 Municipal waste landfilled		tbc
Local Performance Indicators		Target 2008/09
HWRC Contract recycling performance target		35%

HWRC Contract Comments & Complaints	Procedure
Bidston MRF recovery performance	85%
WMRC Recycle and or compost at least 55% of Contract Waste received at HWRC's (<i>HWRC Diversion Rate Target</i>)	ISDS 55% (actual tbc)
WMRC Recycle and or compost at least 50% of Contract Waste excluding Rubble and Soil received at HWRC's (<i>HWRC Recycling and Composting Target</i>)	ISDS 50% (actual tbc)
Recycle [100%] of commingled Kerbside Collected Waste delivered to MRF's (<i>KCM Diversion Rate Target</i>)	ISDS100% (actual tbc)
Compost and ensure Beneficial Use of [100%] of all Organic Waste Received from District Councils (<i>OW Diversion Rate Target</i>)	ISDS100% (actual tbc)



SERVICE PLANNING

PLANNING AND ENVIRONMENTAL SECTION

NAME:		YEAR:	
Calvin Stockton (Planning and Environmental Manager)		2008/09	
RESOURCES:			
<p>4 Staff as follows:- Planning and Environmental Manager (CS) Planning and Environmental Officer (GB) Environmental Officer (Full Time) (NF) Environmental Officer (Part-Time) (KK)</p> <p>Proposed Establishment Budget (2008/09) (Identified in Corporate Services) Proposed Waste DPD Contribution (2008/09) £90,937 Proposed Closed Landfill Sites Budget (2008/09) – Planning and Environmental Section Element - £42,000 Proposed Capital Programme (2008/09) Sites, Planning and Strategic Communications Element £3,525,115</p>			
Maintenance Activities			
Title	Programme	Corporate Objective	
Environmental Monitoring and Control Programme <ul style="list-style-type: none"> • Setting annual environmental monitoring programme • Undertaking environmental monitoring at the Authority’s closed landfill sites and facilities • Site Investigation work and maintenance • Repairs and servicing of vehicles in line with vehicle provision contract • Downloading monitoring information and interpretation and production of reports 	SITES AND FACILITY MANAGEMENT	Objective 2.4 “To ensure that the most effective methods of environmental monitoring and control to fulfil existing legal and statutory obligations.”	

<ul style="list-style-type: none"> • Management of IT Monitoring systems • Establishment and management of analytical laboratory services contract • Legislative reviews 		
<p>Restoration and Aftercare Closed Landfill Sites</p> <ul style="list-style-type: none"> • Development of aftercare proposals for closed landfill sites • Liaison with outside interested parties • Joint working with Waste Facilities Section • Liaison with St.Helens MBC Legal Department as appropriate • Lease production and legal 	SITES AND FACILITY MANAGEMENT	<p>Objective 2.4 <i>“To ensure that the most effective methods of environmental monitoring and control to fulfil existing legal and statutory obligations.”</i></p>
<p>Support to the Procurement Programme</p> <ul style="list-style-type: none"> • Attendance at Strategic Meetings • GIS service provision • Document Input • Contribution to Competitive Dialogue 	CONTRACTS AND PROCUREMENT	<p>Objective 1.1 <i>“To sustainable procure goods and deliver services which are best practice and demonstrate value for money.”</i></p>
<p>Operation and Management of GIS System</p> <ul style="list-style-type: none"> • Management and review of the Authority’s GIS system 	CORPORATE	<p>Objective 3.3 <i>“To deliver continuous improvement of our own environmental performance.”</i></p>
<p>Closed Landfill Site Database</p> <ul style="list-style-type: none"> • Management and processing of the Authority’s database • Financial management of implementing the charging policy • Digitisation of Authority’s archive database • Associated website service development and related applications 	SITES AND FACILITIES	<p>Objective 2.4 <i>“To ensure that the most effective methods of environmental monitoring and control to fulfil existing legal and statutory</i></p>

		<i>obligations.”</i>
<p>Environmental Management Systems and ISO 14001</p> <ul style="list-style-type: none"> • Review of options to the Authority in terms of environmental compliance and closed landfill sites and facilities • Emergency Call Out Coverage (Closed Landfill Sites) • COTC Coverage (CS) • Closed Landfill Sites Risk Reviews 	CORPOTAE	<p>Objective 3.3 <i>“To deliver continuous improvement of our own environmental performance.”</i></p>
<p>Strategic Meeting Representation and Partnership</p> <ul style="list-style-type: none"> • Senior Officers Working Group (CS) • District Planning Officer Group (CS) • Waste DPD Steering Group (CS) • Bidston Multi-User Group (KK) • Bidston Management Group (GB/KK) • Sites Group (CS/GB) • Project Review Group (Procurement) (CS) • Programme Management Group (CS) • Contaminated Land Officers Group (KK/GB) • Bidston Methane Ltd – Ops Group (GB/KK) • Bidston Methane Ltd – JMB (CS) • Bidston Methane Ltd – Board (CS) • Communications Group (MWDA) – (GB) • Brickfields (NEWLANDS) Group (KK) 	STRATEGY AND PERFORMANCE	<p>Objective 4.4 <i>“To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.”</i></p>
<p>Corporate Development</p> <ul style="list-style-type: none"> • Performance Management support • Risk Management support 	CORPORATE	<p>Objective 3.3 <i>“To deliver continuous improvement of our own environmental</i></p>

		<p><i>performance.”</i></p> <p>Objective 4.2 <i>“To continuously develop and review our performance policies, and strategies in line with regional and national guidance and current best practice.”</i></p>
<p>Waste Facilities Support</p> <ul style="list-style-type: none"> • Recommending remedial works • Risk Management • Insurance Reviews • Inter-Section joint working on control works and related projects 	<p>SITES AND FACILITIES</p>	<p>Objective 2.4 <i>“To ensure that the most effective methods of environmental monitoring and control to fulfil existing legal and statutory obligations.”</i></p>
<p>Administration and Management</p> <ul style="list-style-type: none"> • Committee Reports • Best Value Performance Plan • Conduct Staff Development Meetings 	<p>CORPORATE</p>	<p>Objective 3.1 <i>“To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change?”</i></p> <p>Objective 3.2 <i>“To develop</i></p>

		<i>our workforce and Members to maximise their effectiveness and support appropriate work-life balance.”</i>
<p>Communications and PR</p> <ul style="list-style-type: none"> • Joint Communications Group • Press Release sign off • Media Support • Website Support 	CORPORATE	<p>Objective 3.4 <i>“To improve the Authority’s image and profile to maximise community participation.”</i></p>
<p>Strategic Links</p> <ul style="list-style-type: none"> • Input into JMWMS for Merseyside Update • Merseyside Policy Unit • Merseyside Strategic Agenda • Merseyside Strategic Partnership 	STRATEGY AND PERFORMANCE	<p>Objective 4.1 <i>“To lead in the development and implementation of a sustainable Joint Municipal Waste Management Strategy for Merseyside and its wider role in the region.”</i></p>
<p>Financial Services and Budget Management</p> <ul style="list-style-type: none"> • Budget Setting, raising orders and Management • Capital Programme Management (Sites, Planning and Strategic Comms.) 	CORPORATE	<p>Objective 3.1 <i>“To maintain good governance arrangements which provide an effective delivery of services and the sustainable</i></p>

		<i>use of resources which mitigate or adapt to climate change.”</i>
<p>Bidston Methane Ltd – Joint Venture</p> <ul style="list-style-type: none"> • Attendance at Operational Meetings (GB/KK) • Attendance at JMB Meetings (CS) • Attendance at Board Meetings (CS) • Technical liaison with NOVERA Energy and Waste Facilities Section • Reporting and Reviews 	SITES AND FACILITIES	Objective 2.3 <i>“To complete the restoration of the Authority’s Closed Landfill Sites and secure sustainable aftercare arrangements.”</i>

PRIORITIES:		
CORPORATE OBJECTIVE	AREA OF FOCUS FOR 2008/09	
<p>Objective 2.2: To contribute to the Merseyside DPD process for adoption by 2010 and to develop the Authority’s planning strategy to be consistent with the JMWMS and, wherever possible, the DPD.</p>	<p>Sites and Facilities 3 To ensure that strategic sites are identified and taken forward to planning to satisfy the needs of the MWDA Procurement programme and aligned with the Waste DPD.</p>	
<p>Objective 2.3 To complete the restoration of the Authority’s Closed Landfill Sites and secure sustainable aftercare arrangements.</p>	<p>Sites and Facilities 4 To fulfil existing statutory obligations and where appropriate, develop partnership arrangements for the aftercare of sites.</p>	
PROJECTS:		
Title	Project Manager	Area of Focus
Deliver an Overall Planning and Sites Strategy for MWDA	Calvin Stockton	Sites and Facilities 3
Site 1 – Ref 1934 (MBT/ERF Option)	Calvin Stockton	Sites and Facilities 3
Site 2 – Ref: 1920 (MBT/ERF	Calvin Stockton	Sites and

Option)		Facilities 3
Site 3 – Ref: 1915 (MRF/Kitchen Waste Option)	Calvin Stockton	Sites and Facilities 3
Site 4 – Ref: 2001 (MBT/ERF Option)	Calvin Stockton	Sites and Facilities 3
Site 5 – Ref: 1890 (MBT/ERF Option)	Calvin Stockton	Sites and Facilities 3
Site 6 – Ref: 1325 (MBT/ERF Option)	Calvin Stockton	Sites and Facilities 3
Site 7 – Holt Lane Ref: 625 (HWRC Option)	Calvin Stockton	Sites and Facilities 3
Site 8 – Ref: Additional HWRC Wirral (HWRC Option)	Calvin Stockton	Sites and Facilities 3
Site 9 – Replacement HWRC Kirkby, Ref 1934b (HWRC Option)	Calvin Stockton	Sites and Facilities 3
Site 10 – Additional HWRC Liverpool, Ref: (HWRC Option)	Calvin Stockton	Sites and Facilities 3
Site 11 – Replacement HWRC, Huyton (HWRC Option)	Calvin Stockton	Sites and Facilities 3
Bidston Methane Succession Strategy	Calvin Stockton	Sites and Facilities 4
Red Quarry Closed Landfill Site – Long Term Management	Calvin Stockton	Sites and Facilities 4
Greening Merseyside Project	Calvin Stockton	Sites and Facilities 4

PERFORMANCE:

National Performance Indicators	Target 2008/09
BVP182c (ii) Total tonnes of household waste arisings – percentage used to recover heat, power and other energy sources (for information only)	500 tonnes
Local Performance Indicators	Target 2008/09
To undertake at least 95% of the planned schedule for environmental monitoring (Schedule Jan – Dec)	95% by 31/12/08
Planning and Sites Indicators	
1. To acquire strategic sites for additional waste management infrastructure based on the needs of the JMWMS and associated Contracts Procurement Programme	To achieve options or legal control

<p>2. To commence a programme of planning application submissions for new waste management infrastructure</p>	<p>on 2 priority sites by 31/03/09</p> <p>Commence Planning Application submissions by 30th June 2008</p>
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SERVICE PLANNING

PROGRAMME: SITES AND FACILITIES

NAME:		YEAR:
L. Fairhurst Waste Facilities Manager		2008/09
RESOURCES:		
<p>5 Staff as follows: Waste Facilities Manager (LF) Assistant Waste Facilities Manager (JB) Waste Facilities Officer (AB) Assistant Engineer (GH) Waste Facilities Assistant (BK)</p> <p>Overall Anticipated Capital Budget 2008/09: £22,451,115 Closed Landfill Sites Anticipated Revenue Budget 2008/09: £317,220</p>		
Maintenance Activities		
Title	Programme	Corporate Objective
Contract Procedures and Financial Control <ul style="list-style-type: none"> • Capital Programme and Monitoring • Funding Management • Revenue Budget – Closed landfill budget and monitoring • Establishment and review of list of Approved Contractors • Asset Management • Construction Industry Scheme (HMRC) 	CORPORATE	Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change
Statutory / Legal Compliance <ul style="list-style-type: none"> • Legal/estates support • Property lease compliance monitoring and inspections • Waste Management Licence – obligations and compliance 	SITES AND FACILITIES	Objective 2.1: To manage and develop sites and facilities in a safe and environmentally responsible manner

<ul style="list-style-type: none"> • Facility risk assessments and risk management • Insurance assessments • Property Rates (assessment support) 		
<p>Existing Facilities Infrastructure</p> <ul style="list-style-type: none"> • Trade Effluent compliance and monitoring • Planned/Unplanned maintenance (routine servicing and inspections) 	SITES AND FACILITIES	<p>Objective 2.4: To ensure that effective environmental monitoring and control measures are in place at the Authority's sites</p>
<p>Facilities Information Data base</p> <ul style="list-style-type: none"> • Drawing Register • Technical Library • Site information records 	CORPORATE	<p>Objective 3.1: To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change</p>
<p>Research and Development</p> <ul style="list-style-type: none"> • Environmental control and construction technologies • New Technologies • 	CONTRACTS AND PROCUREMENT	<p>Objective 1.1: To sustainably procure goods and deliver services which are best practice and demonstrate value for money</p>

PRIORITIES:	
CORPORATE OBJECTIVE	AREA OF FOCUS FOR 2008/09
<p>Objective 2.1: To manage and develop sites and facilities in a safe and environmentally responsible manner</p>	<p>Sites and Facilities 1 – 2008/09: To provide facilities which will improve recycling performance and diversion of BMW for Merseyside in accordance with the aims and objectives of the JMWMS</p> <p>Sites and Facilities 2 – 2008/09: To improve the safety and efficiency of the Authority's existing facilities</p>
<p>Objective 2.3: To complete the restoration of the Authority's closed landfill sites and secure sustainable aftercare arrangements.</p>	<p>Sites and Facilities 4 – 2008/09: To fulfil existing statutory obligations and where appropriate, develop partnership arrangements for the aftercare of sites.</p>
<p>Objective 2.4: To ensure that effective environmental</p>	<p>Sites and Facilities 5 – 2008/09: To explore the most effective</p>

monitoring and control measures are in place at the Authority's sites	methods of environmental monitoring and control to fulfil existing legal and statutory obligations	
PROJECTS:		
Title	Project Manager	Area of Focus
Bidston Waste Management Facility: <ul style="list-style-type: none"> • Buildings and Site Infrastructure • Modifications to existing MRF • IVC Facility • Site Entrance Improvements)) L. Fairhurst))) Sites and)Facilities 1) Sites and Facilities 2
New HWRC Development <ul style="list-style-type: none"> • Holt Lane • Site 2 (to be determined) 	C. Stockton L. Fairhurst	Sites and Facilities 1
Sefton Meadows HWRC Improvements	J. Benton	Sites and Facilities 1
New Technologies Demonstrator Programme – Huyton	A. Gilbert	Sites and Facilities 1
Gillmoss MRF	L. Fairhurst	Sites and Facilities 1
Billinge Landfill Site: Environmental Control Works	J. Benton	Sites and Facilities 5
Foul Lane Landfill Site: Restoration	L. Fairhurst	Sites and Facilities 4
PERFORMANCE:		
Local Performance Indicators	Target 2008/09	
To undertake scheduled maintenance activities for plant and equipment at the Authority's closed landfill sites	95%	
To provide additional HWRC's	2	
To increase the recycling performance at Sefton Meadows HWRC through infrastructure improvement works.	10% increase.	

APPENDIX 4



CORPORATE RISK REGISTER 2008/09

Risk	Implication	Level of Impact (I)	Likelihood (L)	Risk Value (IxL)	Responsible Officer	Controls / Mitigation Bold Text = Input to Corporate Plan	Strategy (Transfer, Eliminate, Manage)	Contingency Plan
STRATEGIC RISKS								
Failure to procure services to deliver the JMWMS	WMRC Contract not in place by October 2008 to provide waste services	4	3	12	T Bradley	Procurement Project, Project Reviews	Manage	
Failure to secure sites for implementation of Procurement Project	Unable to develop infrastructure to deliver JMWMS leading to significant performance issues.	4	3	12	C Stockton	Site Selection Strategy and protocol, Waste Development Planning Document	Manage	
Failure to identify current strengths and weaknesses in performance and plan for future needs.	Unable to develop and implement key projects to deliver performance improvement.	4	3	12	C Beer	Establishment Review, Corporate Planning and Performance Management	Manage	
Failure to manage the Authority's shareholder responsibilities in terms of Mersey Waste Holdings Ltd	Increased exposure to liabilities for which provision has not been made.	3	2	6	C Beer	Shareholders Agreement, Financial Management and Reporting, Director Representation on Board	Manage	
Failure to minimise the Authority's exposure to litigation claims	Lengthy and costly litigation process	3	2	6	C Beer	Early legal advice, agree strategy with MWHL	Manage	
Failure to maintain a robust and sustainable JMWMS.	Unable to translate plans into action and therefore fail to improve performance to an acceptable level.	4	2	8	S Donaldson	JMWMS Review, Sustainable Development Action Plan, District Action Plans, Recycling Recovery Strategy and Procurement Project	Manage	
Failure to progress the implementation of the sustainable procurement of our goods and services	Negative impact on sustainable development (economic, social and environmental) and our reputation with stakeholders.	4	2	8	S Donaldson	Sustainable Procurement Flexible Framework, Sustainability Appraisal procedures	Manage	
Failure to manage performance strategically and control data quality	Unable to respond to performance information due to poor reporting or reliability of data.	3	3	9	A Valentine	Performance Management Framework, Data Quality Strategy	Manage	Disaster Recovery Service
Failure to engage partners and stakeholders	Unable to identify and deliver waste services which meet the needs of the Merseyside Partnership and its stakeholders	3	3	9	S Donaldson	District Action Plans, IAA, Communications Strategy, Joints Comms and Partnership Development, Education and Awareness and Focus Groups	Manage	
Failure to direct and control the Authority and its services effectively and relate these to the community	Poor or ineffective corporate governance leading to lack of transparency and confidence	4	1	4	A Valentine	Code of Corporate Governance, Governance Review, Corporate Social Responsibility, Procedural Rules and Scheme of Delegation	Manage	
Failure to communicate effectively	Aims and objectives not communicated, loss of funding, loss of confidence	4	2	8	P Pocock	Communications Strategy, Joint Communications, Education and Awareness Programme.	Manage	
Failure to manage the Authority's finances in current and future years.	Inability to make provision for future development and secure buy in from the Merseyside Districts to the affordability of the Procurement Project.	4	2	8	J Webster	3 Year Budget Forecasting, development of Inter Authority Agreement and improved partnership working.	Manage	
Failure to manage Landfill Allowances	Financial loss	3	2	6	A Valentine	LATS Strategy and Performance Management	Manage	
Failure to retain staff or capitalise in full on their potential	Loss of skills and experience to deliver performance improvements.	3	2	6	P Pocock	Retention and Recruitment Policy, Family Friendly Policy, Staff Development Scheme	Manage	

OPERATIONAL RISKS								
Failure to implement change management during transition of contractual arrangements	Reduced efficiency and effectiveness of service delivery.	3	3	9	Carl Beer	Contract Documents, Intranet, Waste Information System, Communications Strategy	Manage	
Failure to prevent fraud / loss / misuse	Financial / reputational loss	3	1	3	J Webster	Anti-Fraud Policy, Procedural Rules, Audit Plans, Insurance	Manage / Transfer	
Failure of Treasury Management System	Financial / reputational loss	4	1	4	J Webster	Internal Audit verification of St Helens systems	Transfer	
Failure to manage Capital Programme	Operational delays, loss of funding, loss of revenue	3	1	3	L Fairhurst	Procurement Project, Performance Management	Manage	
Failure to capitalise on funding opportunities.	Loss of potential source of income and opportunity for further development.	3	2	6	S Donaldson	Researcher tasks allocated within waste strategy section.	Manage	
Failure to manage assets	Poor service delivery	3	3	9	L Fairhurst	Planned maintenance programme, inspections, lease compliance monitoring, appropriate insurance cover.	Manage/Transfer	
Failure of Waste Contractors to deliver services	Disruption to services and loss to reputation	4	2	8	J Connell	Contract Administration and Monitoring Systems, Comments and Complaints System	Transfer	
Failure to manage Best Value and Efficiency Requirements	Waste of resources, damage to reputation	3	3	9	A Valentine	Best Value Review Programme, Gershon Efficiency modelling	Manage	
Failure to manage the environmental impact	Environmental pollution, damage to health, loss of reputation	4	1	4	C Stockton	Environmental Monitoring and Control, Planned Maintenance, Capital Programme, Environmental Management System, Carbon Management, Strategic Environmental Assessments	Manage	
Failure to manage attendance	Financial / reputational loss	3	3	9	P Pocock	Sickness Absence monitoring and management training, Family Friendly Policy	Manage	Capability and Disciplinary Procedures
Failure or weakness of ICT infrastructure	Loss of access to knowledge resources	4	2	8	A Valentine	ICT Strategy and planning, maintenance contracts, backup and AntiVirus procedures	Manage	Disaster Recovery Service, Stand Alone PC's and Alternative Internet

Ratings		
Value	Likelihood	Impact
1	Extremely unlikely	Insignificant
2	Quite Possible	Minor significance
3	Very Likely	Major significance
4	Almost certain	Critical