



MERSEYSIDE WASTE DISPOSAL AUTHORITY

## **VISION, AIMS AND OBJECTIVES 2011 to 2014**

### **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 Operations**

1. To deliver value for money services and provide quality waste facilities which meet the current and future needs of the Merseyside and Halton Waste Partnership and deliver continuous improvement in performance.

### **Objectives:**

- 1.1. To sustainably procure goods and deliver services in accordance with best practice and which demonstrate value for money and continuous improvement.
- 1.2. To work with our customers, contractors and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.
- 1.3. To manage the development of new and existing sites and facilities and the restoration of closed sites in a safe and sustainable manner.
- 1.4. To continue to deliver the Authority's Site Acquisition and Planning Strategy, consistent with the Joint Municipal Waste Management Strategy (JMWMS) and wider planning policies.
- 1.5. To ensure that effective health, safety and environmental monitoring and control measures are in place at the Authority's sites.

### **Improvement Targets**

- To procure and let major new waste management contract for resource recovery.
- To comply with the Authority's Landfill Allowance Trading Scheme obligations.

- To deliver the performance targets specified in the Authority's waste contracts as a minimum, to include:
  - Recycling and composting at least 51.53% of HWRC waste in 2011/12
  - Diverting from landfill at least 61.96% in 2011/12
  - Diverting from landfill at least 88% of Kerbside Collected Materials delivered to the Authority in 2011/12
- To recycle or compost at least 38% of municipal waste by 2015.
- To deliver at least three new or replacement HWRC's by 2014.
- To improve or maintain customer satisfaction levels year on year.
- To deliver a second operational MRF on Merseyside by 2011.
- To recover 46% of municipal waste by 2015.
- To ensure suitable sites are identified for the delivery of the Resource Recovery Contract.
- To endeavor to achieve the BREEAM Excellent Standard for new build and Very Good for refurbishment against a base case costing within the funding affordability envelope.

## **AIM 2 Resources**

2. To manage the Authority in accordance with the principles of the Authority's Code of Corporate Governance.

### **Objectives:**

- 2.1. To maintain good governance arrangements and effective use of resources in line with best practice.
- 2.2. To deliver the HR Strategy to maximise the effectiveness of the Authority's workforce and Members.
- 2.3. To effectively engage with our customers and stakeholders to meet the aims of the Authority's Communications and Education and Awareness Strategies.
- 2.4. To deliver the Authority's Data Quality Strategy to improve the quality of the data used by the Authority and its stakeholders to support good decision-making and to improve services.
- 2.5. To continuously develop and review our performance, policies and strategies in line with regional and national guidelines and current best practice.

**Improvement Targets:**

- To manage sickness absence to within the top quartile of local authorities.
- To maintain and improve staff satisfaction levels.
- To ensure the Authority receives an unqualified opinion on all of its governance, performance and financial audits.
- To maintain Environmental Management System accreditation and re-certification in 2012.
- To publish an annual report including Environmental and Corporate Social Responsibility performance each year.
- Achieve level 3 (Practice) in the Sustainable Procurement Framework by 2012.
- To manage the Authority's adaptation to climate change and achieve Level 2 of NI 188 by undertaking a risk assessment and developing prioritised actions by March 2012.
- To provide training opportunities to all MWDA staff and elected Members on key waste strategy issues each year.
- To deliver educational opportunities at the Authority's facilities to 7,500 people each year by 2013.

**AIM 3 Partnership**

3. To lead the development and implementation of a Joint Municipal Waste Management Strategy for Merseyside.

**Objectives:**

- 3.1. To review and implement the Joint Municipal Waste Management Strategy for Merseyside.
- 3.2. To maximise engagement with all stakeholders through effective communication, consultation and engagement.
- 3.3. To lead the development of the Merseyside and Halton Waste Partnership and encourage joint working opportunities which strengthen the effectiveness and efficiency of the partnership.
- 3.4. To have regard to all Partner Authorities local improvement targets in exercising functions and to engage effectively with all partner authorities and Local Strategic Partnerships.

**Improvement Targets:**

- To reduce residual waste across Merseyside to 744kg per household (NI 191) and 141kg at HWRCs by 2011.
- To agree a Senior Officers Working Group Annual Action Plan and report annually on partnership performance in delivering the JMWMS.
- To complete the review of the JMWMS and ratify by November 2011.