



MERSEYSIDE WASTE DISPOSAL AUTHORITY

## SERVICE PLANNING

### SECTION: STRATEGY

<b>MANAGER: STUART DONALDSON</b>	<b>YEAR: 2011-2012</b>
<b>RESOURCES:</b>	
<p><b>Staff:</b></p> <ul style="list-style-type: none"><li>Waste Strategy Manager (Stuart Donaldson)</li><li>Assistant Waste Strategy Manager (Barbara Jones)</li><li>Waste Strategy Policy Officer (Glynn Stevenson)</li><li>Sustainability and Waste Prevention Officer (Tony Scott)</li><li>Waste Education and Awareness Officer (Chris O'Brien)</li><li>Strategy Support Officer (Abigail Looker)</li></ul> <p><b>Budget 2011/12: £374,000</b></p>	
<b>LOOKING BACK – OUTCOME FROM 2010/11 PLAN:</b>	
<p><b>The Merseyside and Halton Waste Partnership</b> commenced the review of Joint Municipal Waste Management Strategy including:</p> <ul style="list-style-type: none"><li>• Completion of Waste Composition Analysis</li><li>• Public Consultation – Don't Waste Your Say Campaign completed</li><li>• Detailed Options Appraisal progressing</li><li>• SEA progressing</li><li>• Future Resources symposia completed.</li></ul> <p><b>Senior Officers Working Group</b> performance against its inaugural Work Plan reported in November.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"><li>• Feasibility study for Merseyside-wide kitchen waste collections;</li><li>• Research project on textiles;</li><li>• Second year of Love Food Hate Waste awareness campaign funded by WRAP and co-sponsored by MWDA with 177 events held during year and 12 Train the Trainer Sessions for 150 delivery agents from the public sector and community groups ;</li><li>• MWDA and partnership responses on 19 key national and regional consultations</li></ul>	

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including Waste Policies Review; transposition of the Waste Framework Directive and Landfill Restrictions; and

- £60,000 funding to Envirolink for their waste market and sector development programme included the Future Resources project for the Strategy Review.

**Sustainable Development:** The Authority maintained its accreditation to ISO140001 for its Environmental Management System.

**Training and Awareness:** Corporate training sessions have been held for staff on Love Food Hate Waste and the Waste Strategy Review.

**Education and Awareness:**

- Refurbishment of the Bidston education centre was completed and the first schools visits commenced in March 2011;
- Introduction of the Land based Diploma scheme with seven college students

**Community and 3<sup>rd</sup> Sector Support:** MWDA and Veolia awarded £20,000 from the Community Resource Action Fund to four local community projects and held workshops to establish a Merseyside Third Sector Stakeholder Forum.

Core Activities 2010/11	
Title	Corporate Objective
Performance Management and interpretation of data: <ul style="list-style-type: none"> <li>• Exception Reports to EMT</li> <li>• Agreement on annual SOWG work plan and performance reporting.</li> <li>• Interpret data to support decision making by the Authority, the Partnership and the development of the JMWMS</li> </ul>	Objective 3.3
Strengthening the interface with 5 Collection Authorities and Halton: <ul style="list-style-type: none"> <li>• 1-2-1 meetings with Districts;</li> <li>• Review and monitoring of DCAPs;</li> <li>• Secretariat for SOWG;</li> <li>• Partner authority contributions and support in respect of changing sub regional and local structures</li> </ul>	Objective 3.4
Policy Development: <ul style="list-style-type: none"> <li>• Co-ordinate MWDA and MHWP consultation responses;</li> <li>• Research and Development;</li> <li>• Develop MWDA's strategic contributions to the wider climate change, carbon management,</li> </ul>	Objective 2.5

<p>resource management and sustainable consumption and production agendas at local, sub regional and national levels;</p> <ul style="list-style-type: none"> <li>• Horizon scanning and development of policy networks;</li> <li>• Monitor and attend external events;</li> <li>• Briefing for Members, Executive Board and Senior Officers;</li> <li>• Definitions of legislation; and</li> <li>• Undertake policy Reviews</li> </ul>	
<p>Strategic links, influence and lobbying:</p> <p>European Level:</p> <ul style="list-style-type: none"> <li>• Merseyside Brussels Office:</li> </ul> <p>National Level:</p> <ul style="list-style-type: none"> <li>• DEFRA, DECC, BIS, DCLG and other government departments;</li> <li>• LGA, LARAC, WRAP, NAWDO, BREW; REIPs;</li> <li>• National Waste Partnerships Group</li> </ul> <p>Regional Level:</p> <ul style="list-style-type: none"> <li>• Watching brief on changing organisational and funding landscape.</li> <li>• RTAB; NWEIP, NWRF, Environment Agency</li> <li>• Envirolink – Market and Sector Development</li> </ul> <p>Sub-regional and Local:</p> <ul style="list-style-type: none"> <li>• Liverpool City Region Cabinet and Boards</li> <li>• The Mersey Partnership</li> <li>• District Planning Officers Group</li> <li>• Waste Development Plan Document</li> <li>• Merseyside Sustainable Development Group</li> <li>• LCR Climate Change Network</li> <li>• Local Economic Partnerships</li> <li>• Other WDAs and Unitary Authorities</li> </ul>	<p>Objective 2.5</p>
<p>Communications and PR:</p>	<p>Objective 2.3</p>

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<ul style="list-style-type: none"> <li>• Contributions to MWDA Annual Report and Press Releases including Corporate Social Responsibility.</li> <li>• MWDA and Recycle for Merseyside and Halton Website updates and development</li> <li>• Intranet updates</li> <li>• MHWP Joint Communications</li> </ul>	
<p>Financial Services:</p> <ul style="list-style-type: none"> <li>• Budget setting and financial management</li> <li>• Raising orders</li> </ul>	Objective 1.1
<p>Management Systems</p> <ul style="list-style-type: none"> <li>• Business Continuity Plan</li> <li>• EMS and ISO140001 Standard</li> </ul>	Objective 2.1
<p>Procurement and Contract Support:</p> <ul style="list-style-type: none"> <li>• Contribution to management of WMRC contract and compliance to service delivery plans;</li> <li>• Policy and strategy data provision; and</li> <li>• Contribute to procurement process for RRC.</li> </ul>	Objective 1.2

<b>LOOKING FORWARD – PRIORITIES FOR 2011/12:</b>	
<b>Corporate Objective</b>	<b>Description of Section's Contribution to Objective in Forward Year</b>
<p><b>Operations 1.2</b> To work with our customers, contractors and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.</p>	<p>1. To continue to assist the Director and EMT in the Strategic Review and commence work on the review of the Levy Mechanism</p>
<p><b>Partnership 3.1</b> To review and implement the Joint Municipal Waste Management Strategy for Merseyside</p>	<p>1. Complete the full review of the JMWMS which includes drafting the Strategy and Environmental Report, further scrutiny and public consultation. Final Strategy to be completed and ratified by MWDA and the five districts</p>
<p><b>Partnership 3.3</b></p>	<p>1. To manage and Chair the Senior Officers</p>

<p>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.</p>	<p>Working Group for 2011-12.</p> <ol style="list-style-type: none"> <li>2. On-going work for efficiencies, joint working and governance; and</li> <li>3. Publication of annual report</li> <li>4. Complete signing of IAAs by Wirral, Liverpool and Halton.</li> </ol>
	<ol style="list-style-type: none"> <li>5. To develop a Waste Prevention Action Plan and implement initiatives and campaigns to reduce residual waste arisings particularly food and textiles.</li> </ol>
<p><b>Partnership 3.2</b></p> <p>To maximise engagement with stakeholders through effective communication, consultation and engagement</p>	<ol style="list-style-type: none"> <li>1. Active engagement and opportunities to support for community/third sector waste management activities in line with Big Society and Localism agenda.</li> <li>2. Contribute to the development and delivery of the Merseyside Third Sector Stakeholder Forum</li> <li>3. To develop and implement initiatives in line with waste prevention action plan</li> </ol>
<p><b>Partnership 3.4</b></p> <p>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</p>	<ol style="list-style-type: none"> <li>1. On-going participation in the development and delivery of all 6 partner authorities Sustainable Community Strategies and appropriate contributions to the activities of their Local Strategic Partnerships (or their successor bodies).</li> </ol>
<p><b>Resources 2.3</b></p> <p>To effectively engage with our customers and stakeholders to meet the aims of the Authority's Communications and Education and Awareness Strategies.</p>	<ol style="list-style-type: none"> <li>1. To work with our contractor, partner authorities and others in the effective delivery of the Authority's education and awareness strategy to support behavioural change.</li> </ol>
<p><b>Resources 2.5</b></p> <p>To continuously develop and review our performances, policies and strategies in line with regional and national guidelines and current best practice.</p>	<ol style="list-style-type: none"> <li>1. To work with our contractor, partner authorities, supply chain and others to reduce greenhouse gas emissions associated with the Authority's activities.</li> <li>2. To set targets for the reduction of the Authority's carbon footprint</li> <li>3. To maintain an accredited Environmental Management System</li> <li>4. To develop the Authority's practice in the sustainable procurement of its goods and services.</li> <li>5. To support the development and</li> </ol>

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	implementation of the Authority's Business Continuity Plan
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**IDENTIFIED RISKS IN 2011/12:**

<b>Risk Identified</b>	<b>Link to Corporate Risk Ref:</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Risk Value</b>	<b>Mitigation</b>
Failure to engage with partners, contractor and stakeholders	8 10	4	3	12	Engagement and consultation for JMWMS review.  Performance report for MHWP.  Stakeholder forum/annual survey development with Veolia, districts, LSPs and Universities.  Education visits programme and community fund.
Failure to reduce the Authority's carbon footprint	-	3	3	9	Climate change action plan and risk register, EMS, Contract service plans, sustainable procurement, Nottingham Declaration.
Failure to maintain a robust and sustainable JMWMS	12	4	2	8	JMWMS Review (+ JMWMS Risk Register), SA/SEA, DCAPs, Procurement.  Partnership and stakeholder engagement and joint working.
Failure to take account of new policies, legislation and best practice.	-	4	2	8	Research and Development; JMWMS Review process; EMS; Partner Authority status; consultation responses, strategic links
Failure to maintain the ISO140001 standard	27	3	2	6	Appropriate resources to co-ordinate system and undertake audits. Raise managers, staff and supplier awareness

					and understanding of EMS. Report non-compliances to management team.
Failure to progress the implementation of the sustainable procurement of our goods and services	18	3	2	6	SP Action Plan, Sustainable Procurement Flexible Framework, Sustainability Appraisals,

<b>PROJECTS FOR 2011/12:</b>		
<b>Title</b>	<b>Project Manager</b>	<b>Corporate Objective</b>
1. Review of the JMWMS: <ul style="list-style-type: none"> <li>• Write draft Strategy taking account of revised Waste Strategy for England and scrutiny comments</li> <li>• Public Consultation of draft strategy and SEA</li> <li>• Ratification Process</li> <li>• Publication</li> </ul>	Stuart Donaldson	Partnership 3.1
2. Chairing SOWG, implementation and reporting on the 2011/12 Work Plan for SOWG and production of Annual SOWG Performance Report for 2010/11	Stuart Donaldson	Partnership 3.3
3. Formalise Inter Authority Agreements between partner Authorities and review	Stuart Donaldson	Partnership 3.3
4. Manage the development and implementation of waste prevention activities for 2011	Barbara Jones	Partnership 3.2
5. Implement the Education and Awareness Action Plan in conjunction with Veolia	Barbara Jones	Resources 2.3
6. Agree and monitor agreed EMS, CSR reporting with Veolia including the Authority's carbon footprint	Stuart Donaldson	Resources 2.5
7. Development of Third Sector Forum with Veolia	Barbara Jones	Partnership 3.2
8. Undertake a comprehensive risk assessment of climate change impacts for the Authority	Stuart Donaldson	Resources 2.5
9. Implement the Sustainable Procurement work plan for 2011	Stuart Donaldson	Operations 1.1 Resources 2.5
10. Manage the Community Resource Action Fund 2011	Barbara Jones	Partnership 3.2
11. Business Continuity Plan	Barbara Jones	Resources 2.5
12. Evaluate and Review the MWDA Education and Awareness Strategy	Barbara Jones	

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13. Evaluate and Review the Headline Sustainable Development Strategy	Stuart Donaldson	Resources 2.5
14. Contribution to Director's Strategic Review	Stuart Donaldson	Operations 1.2

<b>PERFORMANCE TARGETS:</b>			
<b>Performance Indicators</b>	<b>Target 2010/11</b>	<b>Actual 2010/11 (Estimated)</b>	<b>Target 2011/12</b>
To deliver educational opportunities at the Authority's facilities to 7,500 people each year by 2013	2575 Visitors	210 Visitors	To be determined
CO2 reduction from Authority's operations	NA	NA	Establish baseline and set target for reduction (in agreement with Veolia)
To achieve Level 2 of the Government's Adaptation Framework for Climate Change	Achieve Level 2 by March 2012	70% completed towards Level 2.	Achieve Level 2 by 2012
To report on 2009/10 Partnership Performance in delivering JMWMS.	2009/10 report to be published June 2010	2009/10 report published October 2010	2010./11 report to be published September 2011
To achieve level 3 (Practice) in the Government's Sustainable Procurement Framework by 2010	Achieve by 31 December 2010	60% completed.	Achieve Level 3 by 2012
North House Electricity Consumption (KWh/m <sup>2</sup> )	99 (average for year)	125 (average for year but remains within best practice range)	110
MWDA/MHWP Responses to relevant EU, National and Regional Consultations (within set deadlines)	100% response	100% response (19 consultations)	100% response
To formalise Inter Authority Agreements between	Report	4/6 Partner	Report



partner authorities by 2012	Progress	Authorities signed Merseyside IAA  Halton IAA not signed.	progress
To maintain Environmental Management System Standard ISO 14001 in 2011	Report progress	Standard maintained	Report progress

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