Priority Focus Area 1 - Deliver our statutory and contractual duties					

Objectives
• Our waste contracts deliver frontline services that meet expected standards and to agreed terms and conditions
• Our business support functions are effective in supporting the Authority's aims and objectives
• Our estate and facilities for which the Authority has responsibility are managed effectively
• Our staff are deployed effectively and have opportunities to develop the skills needed
•We facilitate the development of levy mechanism options and drive improved behaviours

Reference	Key Projects	Not Started	Behind Plan	On Plan	Completed
1.1	Timely verification of Contractual Payment Mechanism submission with investigation of discrepancies				
1.2	Manage RRC contingency periods to ensure continuity of waste flows and minimal impact on WCAs				
1.3	Monitor material offtake arrangements and implement a programme of Duty of Care checks				
1.4	Develop and deliver a comprehensive facilities monitoring programme				
1.5	Manage contractual H&S matters in accordance with contract T&Cs, ensuring liaison with Authority H&S support as appropriate				
1.6	Manage operational issues to ensure effective contract and services delivery				
1.7	Manage contractual disputes to ensure optimal outcome for the Authority				
1.8	Provision of a comprehensive financial service to the Authority				
1.9	Survey MRWA estate and assets and complete annual review of planned preventative maintenance.				
1.10	Scope and plan WMRC expiry actions taking account of Local Partnerships healthcheck				
1.11	Effective management and monitoring of closed landfill sites				
1.12	Support the revision of the Levy mechanisam via the Finance Director group				
1.13	Ensure Staff Development Interviews are undertaken and delivery of an agreed Training Plan				
1.14	Effective transition to Agresso Unit 4				

Priority Focus Area 2 - Develop new and improved services					
Objectives •We are adequately resourced and prepared to deliver on the changing statutory and future service provision demands •We support efficient delivery through robust processes and procedures backed up by effective IT infrastructure and services •We review the provision of waste services and implement agreed changes. •Key Stakeholders are fully engaged in the planning and delivery of future waste services			**Not Started**	**Behind Plan**	**On Plan**	**Completed**
Reference	**Key Projects**				
2.1	Provide comprehensive HR support to ensure all sections and services are adequately resourced				
2.2	Establish future data requirements in accordance with legislative changes				
2.3	Commission and manage interim support to assist with the delivery of food waste and additional materials contract variations				
2.4	Deliver agreed recruitment and resourcing plan				
2.5	Explore options for updating and improving external digital communications				
2.6	Ensure a robust ICT infrastructure is in place to support and enable staff to fulfill their roles				
2.7	Ensure compliant implementation of changes in recyclable materials (MAF analysis) regime in WMRC				
2.8	Deliver the design, contract variation and implemtation of new mandatory food waste and additional recyclable materials management arrangements				
2.9	Future waste services programme delivers Outline Business Case(s)				
2.10	Future waste services programme engages stakeholders via Stakeholder Board and WCA Forum				
2.11	Regularly meet key stakeholders to communicate general updates and discuss appropriate developments in future plans.				

Focus Area 3 - Ensure the highest standards of governance and performance		Not Started	Behind Plan	On Plan	Completed
Objectives • Our Corporate Planning and Performance Management Frameworks ensure a consistent, streamlined and joined-up approach to delivery and performance across the Authority • Our governance framework and processes are agile and robust and we continuously seek to improve how we do things • We effectively manage our corporate risks • Decision making is fully informed by a comprehensive and detailed suite of data and information; and we use waste data to identify the potential for improvements in whole system performance					
Reference	**Key Projects**				
3.1	Ensure the Authority has a robust Performance Management Framework system				
3.2	Ensure the statutory statement of accounts is up to date and on time.				
3.3	Review financial procedural rules.				
3.4	Corporate risk register is reviewed at least twice a year based on team risk registers. The format of the risk register will be reviewed to allocate responsibilities and reflect post mitigation residual risk				
3.5	Deliver a Programme of Data and Performance Information to monitor and support the Authority's aims				
3.6	Comply with Statutory reporting obligations				
3.7	Develop and provide flexible support and data intelligence across the Authority				
3.8	All policies and procedures are kept up to date and legally compliant.				
3.9	Ensure that the procurement of goods and services complies with new procurement legislation				

	Focus Area 4 - Implement our Zero Waste Strategy 2040				
Objectives • We lead and support the LCR Waste Partnership, including developments and delivery of the Liverpool City Region Waste Strategy • We develop a programme of data and evidence to inform the Zero Waste Strategy 2040 • We maximise joint working with our partners and stakeholders through effective communication, consultation, and engagement • We develop and implement Social Value Metrics • Our activities and practices are delivered in a way that results in continuous improvement of our environmental performance and social impacts • We measure and report our progress on the achievement of social value, meeting our Sustainable Development Goals and our carbon footprint • We promote and support circular economy in LCR		**Not Started**	**Behind Plan**	**On Plan**	**Completed**
Reference	**Key Projects**				
4.1	Attend relevant regular meetings, lead joint communications sub group and support partnership work where appropriate.				
4.2	Review legislative changes to identify additional data and evidence needs				
4.3	Calculate Carbon Footprint for 24-25 and seek updated Knowledge and Expertise on Carbon Footprints				
4.4	Explore existing sustainable food partnerships, support and look at gaps across LCR.				
4.5	Attend the Combined Authority meetings as an associate member				
4.6	Review priority Sustainable Development Goals (SDG) for 24/25 and update SDG reports				
4.7	Utilisation of Impact Reporting software to measure and report Social Value				
4.8	Review risk assessments, policies and procedures to ensure climate action is appropriately considered. Consider how Levy changes can contribute to improvements. Ensure service delivery design incudes BREEAM standards for new buildings				
4.9	Update the annual report to include sustainability reporting				
4.10	Understand options and best route for developing a pathway to net zero				
4.11	Develop CA and Partnership support and LCR funding for a circular scan				
4.12	Alongside partners establish a plan for increasing reuse from 2026-2029				
4.13	Continue to engage, support and grow the LCR Circular Economy Club				

Focus Area 5 - Educate and influence behaviour change			
Objectives • Our Behavioural Change Programme promotes the waste hierarchy by supporting consistent messaging on waste avoidance, resource recovery and appropriate waste disposal behaviours • We build and nurture our relationships with community organisations so that they can help us deliver our objectives • We develop and implement metrics to measure the success of the Behavioural change and Education programmes • We work with LCR Partnership to delivery LCR wide communications promoting reuse and recycling • We develop our understanding of resident's attitudes, challenges and barriers to waste prevention, reuse and repair	Not Started	Behind Plan	On Plan
Reference	**Key Projects**		
5.1	Delivery of the Behavioural Change and Education Programme 25/26			
5.2	Run community engagement projects to promote and encourage waste prevention and reuse as detailed in behaviour change plan 25/26			
5.3	Develop links and network further within community sector.			
5.4	Deliver the Zero Waste Community Fund			
5.5	Work with a partner to trial specific methods of measuring and exploring the success of behaviour change			
5.6	Support Districts with delivery of communications supporting the introduction of food waste collection			
5.7	Work with partners to deliver comprehensive behaviour change campaigns communicating on key agreed topics.			
5.8	Analyse findings of behaviour change research project and implement suggested messaging throughout communications.			