



# Annual Report 2020-2021



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## CHAIRMAN'S WELCOME ALDERMAN ROBERT GIBSON

What a year? Last March, few could have predicted the profound impacts that COVID-19 would have upon us or how our world was going to be upended by a “simple” virus. Over the year, the arrangements we had to introduce certainly stretched us but I have to put on the record that I was exceedingly impressed by how the small arc21 team responded and provided not just the “regular” support for the councils but also additional advice on a range of services and contracts. And Members commitment to the regular Joint Committee meetings, held online, was particularly appreciated as this ensured that they and their councils remained engaged, usefully tested various reports and ensured that arc21 continued to operate smoothly in this most unusual of years.

There were some unhelpful developments in the course of the year; however. Government prioritised waste collection and disposal operations for obvious public health reasons, but the outworking of this for us was that the hard-won focus on reuse and recycling diminished. And as people were now “living at work”, the amount of rubbish they produced increased at the very time when the collection services and Recycling Centres were facing considerable uncertainty regarding operational practices and staffing levels – the councils responded valiantly and domestic services were maintained with minimal disruption. This is a huge credit to the hard work and grit of the front-line staff who continued to work throughout the different lockdowns, as well as to the various managerial and support teams who made sure that the behind the scenes operations continued apace, and to the arc21 staff who acted at the interface with contractors and the wider waste management sector to ensure that all the wastes and recyclables which were collected were managed correctly.

There's much to learn from how we handled COVID-19, several aspects of which are likely to have a direct impact on COP26 being held later this year in Glasgow. Increasingly, it's being recognised through heatwaves (such as we had in Northern Ireland during July), drought, storms and other disrupted weather patterns that climate change is now upon us. The conference will highlight that significant changes will be needed to mitigate our impact on our environment, and some of the steps which will need to be taken will undoubtedly be considered in earnest from our experiences of COVID-19, such as reduced transport and changes in working practices. The role of the Circular Economy, reducing waste and valuing resources while cutting carbon have not yet been fully articulated – but this is coming as can be seen in the Climate Change Commission reports. This will need to be ramped up as there is no way that climate change can be achieved without circularity becoming the predominant economic model for our society. This necessity just serves to highlight the prescient approach proposed by arc21 in 2015 for the development of new public sector infrastructure – but it's high time a decision was made on the long outstanding planning application - as we cannot afford to lose almost another decade to take action in this critical area. The challenge to tackle climate change has never been greater and we're still reliant on increasingly uneconomic and unsustainable approaches to manage our residual waste – meaning that we are still not taking the action needed to mitigate the risk of further environmental damage.

I know that some of the team have been considering how waste and carbon can be better measured and reported and I'm sure work will continue on this, as this area of work evolves. The Steering Group and Joint Committee will be eager to learn of developments in due course.

So, to wrap up, it's been a year like no other. There have been considerable challenges, stresses and strains upon all of us but throughout, the councils' waste operations – supported by arc21 – have done an excellent job. As Chair, I'd like to thank the councils for their ongoing support, and to the Audit Committee and its Members who provided assurance that we were managing our risks appropriately – I cannot think of a more strenuous stress test of our working practices than that provided by COVID-19. In particular, I'd also like to say “well done and thanks for all the hard work” to the arc21 team and the Joint Committee Members for being so diligent this past year.

## ACTING CHIEF EXECUTIVE FOREWORD

Tim Walker

As I write this, I find it difficult to remember all that's happened over the past year as I think that time completely kaleidoscoped – March 2020 to 2021 seems like a weird prism and is now lost within a fog. The past year has been tumultuous due to COVID-19, forcing us to implement our business continuity plan, rapidly adjusting to working from home, remote meetings, zoom-time and commenting upon the most significant proposed waste reforms in a generation which will launch the sector on a decade of change.



And overhanging all this is the spectre of the climate crisis which will demand that we do more, quicker and with greater intent. Notwithstanding this changing scene, I believe arc21 has performed really well during these testing times while also continuing to contribute to shaping the future of local government waste and resources management regionally, and in Northern Ireland.

In this, my first full year as Acting Chief Executive for arc21, the team and I were propelled into providing advice and support for our partner councils to address COVID-19. Many of our planned actions were deferred and firstly, there were daily, later weekly and fortnightly calls with DAERA, TAG(NI), HSE(NI) as well as several UK-wide bodies, such as CIWM, NAWDO, Waste Network Coordinators many representatives from the collection, disposal and reprocessing industries all looking at ways to tackle specific or general issues thrown up by COVID-19. Some of these have subsided but a couple continue on a monthly basis. These proved remarkably supportive and resilient, and demonstrated the familial nature of the sector – strong collaboration, while challenging at times, demonstrating a capability and collective will to get things done, no matter the circumstances.

As a “professional waster”, I feel genuinely proud of what we all achieved and, given the challenges coming at us, I think there will be more opportunities to show off what we can do. For us, it started with our Joint Committee meetings moving to a remote platform, monthly MS Teams meetings which, over the year recorded that the amount of household waste generated by the arc21 councils in 2020/21 was over ½ million tonnes, and anecdotal reports from across the country indicate that this volume has grown by around 10% over this time period<sup>1</sup>. This unfortunately was mirrored by a small decline in the regions' recycling rate as, after years of gains, it dipped just below 50% to a similar rate that was achieved in 2017/18. Notwithstanding these changes, arc21's councils easily met their NILAS targets for the year<sup>2</sup>. The unfortunate take-away however is that under COVID-19, the amount of residual waste grew. This further embedded our reliance on landfill and export to deal with this waste stream and, as a result, the opportunity for new jobs, new skills, better finances and increased resource security for Northern Ireland were missed. Specifically, there were notable changes in the tonnages received by contractors especially with recyclables and organics, elements of both altered (e.g. during the year, mixed garden/food waste collected from the kerbside increased while garden waste tonnages fell – no doubt due to the reduced availability of access to Household Recycling Centres (HRCs)). Several smaller contracts also saw increases, such as almost 140 additional tonnes of materials being lifted from bring banks.

Against the backcloth of COVID-19, there were multiple issues to tackle associated with site health and safety, collection arrangements, personal protective equipment supplies and disposal, as well as

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<sup>1</sup> This arose from the uplift in waste generated by home-working (there was a significant reduction in the amount of commercial and industrial waste produced – much of this however is collected by merchant operators).

<sup>2</sup> This was the final year of NILAS which was introduced in 2005 and translated the EU Landfill Directive targets into annual allowances for each council for each year up to 2019/20. At this stage, DAERA has not proposed a replacement scheme



working with councils to secure funding support from Government for the substantial additional costs being incurred; and there was also the regular “day job” work to be done. The team has delivered on all these items brilliantly. Our first benchmarking exercise was completed which showed that we compared well with counterparts elsewhere in Great Britain, following consultation with the partner councils, towards the calendar year-end a new Corporate Plan for the period 2020-24 was adopted, a customer survey was conducted in the new year and several procurement exercises were either concluded (following legal clarification, the waste disposal contract was awarded) or initiated (street sweepings, haulage, Health and Safety, Human Resources strategy). Some of the other existing contracts drew upon their extension arrangements. And with the departure from the EU on 1 January, 2021 – there was limited disruption to supplies and reduction in the supplier base as some withdrew from Northern Ireland, and a slight uplift in prices but at the time of writing existing arrangements have born up well.

Internally, we had presentations on our ISO9001 (quality) system as well as an update from NILGA on the Circular Economy. Personally, I represented arc21 and spoke at seven events during the year, including an Agenda NI event, a local Chartered Institution of Wastes Management conference, the World Waste to Energy & Resources Summit and a couple for Invest NI/CAFRE. I was selected to join the Advisory Panel on Packaging (to provide some insight from “the other end of the telescope”) and also attended a really useful UNSSC course on the Circular Economy & Agenda 2030. Some of the information from these events was used to respond to nine Government consultation documents or calls for evidence – from HMRC (“Plastic Packaging Tax Policy”) to BEIS (UK Internal Market Policy Options”) to DAERA (“Future Recycling & Separate Collection of Waste of a Household Nature in NI”; “Discussion document on a Climate Change Bill”) to name a few.

There was also considerable effort put into “socialising” arc21 and the waste and resources agenda with 73 letters issued during the year to Ministers, MPs, MLAs, councillors and others. There is low awareness of the importance of managing waste and the need for infrastructure and this, combined with the retirement or resignation of key staff in DAERA and local government, is leading to the crisis which I have commented on a number of times over the past year (albeit many consider I’m solely referring to the infrastructural deficit).

Looking forward, we are preparing for the Environment Bill and new regulations on Extended Producer Responsibility (EPR) and Deposit Return Scheme (DRS) which promise a “once in a generation” change in waste and resources management. This will be within the context of the Climate Emergency (or Net Zero) and the development of the Circular Economy, and not forgetting that COVID-19 is still with us. In many cases, this will be experienced in everyday issues, such as single-use plastics (this, and plastics in general, are only going to gain greater coverage for some time to come), streamlining collection services locally and nationally, and shifting household purchasing habits. Underpinning much of these initiatives will be a greater reliance on data, this will prove especially true for EPR and will be needed to inform decisions around operations. Notwithstanding these changes, we will work with and support our partner councils in stepping up to the plate to meet these challenges.

I’ll conclude by thanking my Chair and Joint Committee Members for their input and hard work this year, the arc21 team (both individually and collectively) for going above and beyond to provide services and deliver what was, at times, a mammoth workload.

Finally, thanks to the senior management and staff of arc21’s partner councils, the collective effort to address many of the issues listed above this year has been exceptional and highlights the scope for better collaboration going forward.

## EXECUTIVE SUMMARY

### CORPORATE STRATEGY

The development of a new four-year Corporate Plan, 2020-2024, setting out the organisation's Strategic Objectives, was approved by our key stakeholders this year, and steps were taken to immediately commence delivering on the various work streams contained within it.

An Action Plan, which sets out a range of activities to help us deliver the Strategic Objectives, was also finalised during the 2020/21 year and this will enable us to focus on the delivery of the strategic objectives in a structured manner across all our activities. It is proposed that this will be regularly presented to the Steering Group to provide accountability for our performance in the form of an oversight of what's being done and when so that we remain on target for meeting our strategic objectives.

Within the Corporate Plan, there are fourteen Corporate Strategic Objectives grouped into four core areas:

1. Stakeholder Focus
2. Improving Processes
3. Operations, Finance and Governance
4. Learning and Growth

The priorities within both the Corporate Plan and the Action Plan provide the framework within which each of the Strategic Objective, and their associated business objectives will be reviewed to deliver the Plan. The Action Plan makes this more real. In order to manage and deliver these business objectives, the Plan identifies specific operational activities to support the achievement of each of the Strategic Objectives.

In spite of the disruption caused by the COVID-19 pandemic, we continued to provide a high standard of service throughout the year to not only our partner councils but to some/all of the other 5 non-arc21 councils on operational and financial issues during the year and have laid strong foundations to deliver the Corporate Plan's Strategic Objectives.

### GOVERNANCE & ORGANISATION

Highlights of the year included:

- Implementation of the new Corporate Plan 2020-24 and associated Action Plan
- Ongoing engagement with partner councils and other key stakeholders regarding the strategic planning process to determine the next Waste Management Plan
- ISO 9001 and Governance Excellence Accreditation standards were maintained
- Operational resilience was tested due to the coronavirus pandemic and long-term absence

### FINANCE

Turnover for the year was £32.6m, compared to £29.5m on the previous year primarily due to the increases in household waste arisings with substantial numbers of people working from home.

The overall value of expenditure on waste treatment contracts awarded by arc21 since 2005 now stands at just under £407m.

Cost savings in 2020/21 on Recycling and Composting contracts was in excess of £10m when compared to Landfill.

Once again, the accounts of the Joint Committee were certified by the Local Government Auditor without qualification, providing independent assurance to the constituent councils on the quality of the financial and governance arrangements in place.

## **POLICY AND OPERATIONS**

arc21 continued to monitor and respond to consultations, and to plan for the challenges posed by the changing environment including, but not limited to, BREXIT, the Circular Economy, Climate Change, Energy, Producer Responsibility and to monitor and input, as required, into discussions on the direction of travel of the review of the Waste Management Plan.

Over the course of the year, in excess of 375,000 tonnes was dealt with through arc21 contracts in addition to supporting contracts for haulage and supplies.

Through necessity, arc21 implemented and improved upon its business continuity processes to ensure the organisation and contractors provided continuity of service provision throughout the year, notwithstanding the impacts of the COVID-19 pandemic.

## **RESIDUAL WASTE TREATMENT PROJECT**

arc21 continued to pursue planning permission for the residual waste treatment project, which the Chair has recognised as meaning that we are still not taking the action needed to mitigate the risk of further environmental damage and provide the critical infrastructure needed to manage our waste in the long term.

## **CORPORATE OVERVIEW**

### **HISTORY & CONSTITUTION**

Following the formal decision by the new six councils to reconstitute arc21 in April 2015, engagement took place with the then Department of the Environment (DOE) to ensure that the operations continued uninterrupted and the Department then provided the necessary vires through the issuance of the Local Government (Constituting a Joint Committee a Body Corporate) Order (NI) 2015.

### **TERMS OF AGREEMENT**

arc21 operates under five important Principles which are:

1. Principle of Consensus
2. Principle of Limit of Delegation
3. Principle of Functional Responsibilities
4. Principle of Equitable Shared Funding
5. Principle of Equal Committee Representation

### **ADMINISTRATIVE AREA**

The population of Northern Ireland is around 1.9m with just over 1.1m in the arc21 administrative area, the equivalent of 59% of the overall population.

The municipal waste arisings in the arc21 constituent councils' area was circa 607,000 tonnes in 2020-21 which accounts for approximately 65% of the waste managed by all of Northern Ireland's Councils. The collective household recycling rate for the arc21 administrative area, due to the COVID-19 pandemic, reduced slightly during the year to just under 50% at March 2021.

## KEY PRODUCTS AND SERVICES PROVIDED BY ARC21 TO PARTNER COUNCILS

Currently, arc21 provides five distinct services:

**(i) advocacy** - developing a common agenda on behalf of the partner councils on a wide range of waste, resources, procurement and other environmental matters and presenting and promoting these to different audiences and potential external partners as appropriate.

**(ii) planning & policy** - assisting partner councils to identify compliance issues and determine what facilities are needed, what delivery methods are available and what procurement actions to take and resources to apply to deliver these.

**(iii) procurement** - selecting and overseeing a variety of statutory processes to purchase goods and/or services on behalf of the partner councils. This has frequently involved litigation reflecting the very litigious marketplace we operate in.

**(iv) compliance & contract management** - managing the creation, execution and analysis of contracts to maximise operational and financial performance while reducing risk for the partner councils.

**(v) outreach** - providing education, information services and resources to the partner councils to supplement their waste and environmental education programmes.

## GOVERNANCE FRAMEWORK

arc21 was originally established back in 2004, overseen by a Joint Committee which is made up of 18 elected Members - three Members of which are nominated by each of the six partner councils.

The Joint Committee meets mainly on a monthly basis to make decisions, within the authority delegated to it, concerned with advancing waste and resources management for the region in support of the waste management strategies of our partner councils. Due to the COVID-19 pandemic during the year, the Joint Committee was only able to meet in a remote format from July 2020.

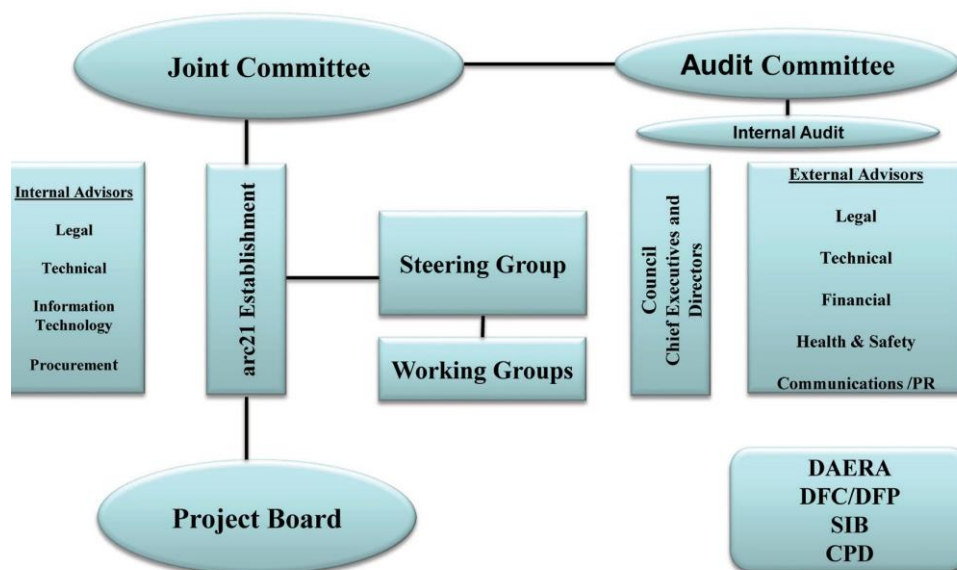
During the April to June period, the Joint Committee reports were pre-circulated and then agreed between the Chair and Acting Chief Executive to ensure that the decision making process was maintained – all relevant decisions were then regularised at the first remote meeting of the Joint Committee in July 2020.

At the core of the governance framework is the adoption of a corporate planning process of which this annual report is one element reviewing arc21's delivery of its Corporate Plan over the previous year.

Minutes of all Joint Committee meetings are published on arc21's website.



### GOVERNANCE FRAMEWORK



The Joint Committee constitutes a special purpose vehicle to support our partner councils’ implementation of the Waste Management Plan and other relevant waste management strategies.

The Joint Committee requires a quorum of Members to be present at its meetings in order to enable lawful decisions to be made. To deliver this, although there are 18 Members on the Joint Committee, the quorum must be made up of two key elements, with (i) at least six Members representing (ii) at least four councils. In accordance with the legislation, a simple majority of Members present is needed to make lawful decisions, but the quorum requirements mean that all decisions are made by the majority of councils.

To enable the Joint Committee and Audit Committee to continue to make lawful decisions during the pandemic, the Assembly introduced regulations in May 2020 (Coronavirus Regulations) to enable Members to meet either in a physical place or remotely. All meetings of the Joint Committee and Audit Committee were held remotely during the year in accordance with Public Health Agency guidance.

At the Annual General Meeting held in September 2020, Members re-elected Alderman Robert Gibson to the position of Chair and Councillor Willie Clarke to the position of Deputy Chair respectively, for the incoming year.

The Audit Committee reports to the Joint Committee to provide an independent assurance on the adequacy of arc21’s risk management and associated control environment. The members of the Audit Committee are made up from Members of the Joint Committee and Alderman David Drysdale is its Chair. The Audit Committee is also supported by an independent member, Mr John Balmer, who is the Head of Finance at Antrim and Newtownabbey Borough Council. Mr Balmer is able to provide technical financial management expertise in this role. The Audit Committee met three times during the year with all meetings being hosted remotely.

### RISK MANAGEMENT

A risk management strategy was developed in line with best practice and is reviewed on an annual basis in conjunction with Belfast City Council’s Audit Governance & Risk Services (AGRS), the internal audit service provider to arc21.

Risk Action Plans and a Risk Register were reviewed to make sure that corporate risks were aligned to the new Corporate Objectives set out in the 2020/24 Corporate Plan. All risks are evaluated using the likelihood and impact methodology and risks related to major contracts and procurement exercises are identified as part of the ongoing project management processes within arc21.

## **THE CORPORATE PLAN 2020-24**

The Corporate Plan set out what arc21 had to do - within the means available to it - to meet the expectations of its key stakeholders, the partner councils. In developing the Plan, arc21 consulted widely and engaging with key stakeholders formed a key feature to its development.

Based on what arc21 had learnt, the Plan commits the organisation to 14 specific objectives made up of a series of initiatives and performance targets within a timetable that spans the period from April 2020 to March 2024. In terms of delivering the Plan, an Action Plan was developed for 2020/21 to enable arc21 to identify the specific actions to be taken to achieve the overall Corporate Strategic Objectives (CSOs) during this year. The Action Plan will be updated continuously throughout the four year period and presented to the Steering Group at regular intervals to ensure accountability and that the organisation is remaining aligned to both the objectives within the Corporate Plan and partner councils expectations during this term.

## **STRATEGIC OBJECTIVES AND PRIORITIES FOR ACTION**

In order to be true to arc21's goals and maintain a focus on priority areas, arc21 adopted the set of CSOs to frame its work over the period, 2020-2024, and by achieving these, it was considered that arc21 could best support its partner councils and the delivery of their Waste Management Plan.

The first set of objectives were aimed at Stakeholder Focus, and responding to their needs and expectations, recognising that these can only be achieved in an efficient and effective-way by Improving Processes, and Operations, Finance and Governance. None of this, of course, would be possible if arc21 does not develop and motivate its people by ensuring through Learning & Growth that they have the capacity to lead, manage and deliver in their area of work.

This overall approach is designed to ensure that arc21 has a strategy which could support any new initiatives arising from the strategic review currently being undertaken by SoLACE considering future waste governance arrangements, the Circular Economy package and what that may mean for NI local government, the implications of the UK leaving the EU as well as the major new waste policy changes (such as Extended Producer Responsibility – EPR) as they emerge.

## **PROGRESS AGAINST CORPORATE PLAN**

arc21's Corporate Plan for the four-year period, 2020-2024, was published in 2020 and set out 14 Strategic Objectives underpinned by prescribed aims and actions.

Balance scorecard activities were set against each CSO in an Action Plan, with a range of specific activities identified each year to enable progress to be delivered in a structured manner.

Ultimately, arc21's aim is to use the specific activities identified in the Action Plan each year to monitor, manage and deliver the Corporate Plan over the four-year period. This Annual report specifically focuses on delivery of the 2020/21 objectives.

## CORPORATE OBJECTIVES

## STAKEHOLDER FOCUS (SF)

**SF.1 Monitoring, influencing and adapting to the external environment, and establishing what it will mean and how we can contribute to the future development and implementation of a Waste Management Plan in a value-added manner for our partner councils.**

| Action Plan Activities  | Action Undertaken   |
|---|---|
| Review the current Waste Plan 2015 - 20 against objectives and draft a report.                                | Activity moved to 2021/22 year.   |
| Review arc21's Terms of Reference to ensure relevant to deliver Corporate Plan on behalf of partner councils. | arc21's Terms of Reference considered and Scheme of Delegation amended.   |
| Develop Implementation Plan for arc21 councils WMP, subject to outcome of WRAP/DAERA/Waste Forum approach.    | Activity deferred to 2021/22 year, awaiting outcome of the WRAP report.   |
| Create an Action Plan each year to monitor delivery of the Corporate Plan term.                               | Action Plan developed, ratified by the Steering Group and arrangements made to review the activities and update the Steering Group regularly. |

**SF.2 Developing our role in supporting partner councils to address climate change and maximising the economic potential of waste and resource management and available assets through stakeholder working to minimise risk.**

| Action Plan Activities   | Action Undertaken  |
|--|--|
| Develop baseline data to determine the impact of waste in relation to climate change.  | Initial study conducted with QUB Gibson Institute. Next steps likely to include working with NAWDO to consider ACR+ approach in 2021/22.   |
| Provide opportunities for managers, staff & Members to increase their understanding of waste, resources management & circular economy. | Presentation given by NILGA on Circular Economy to staff and some staff members attended Circular Economy webinars during 2020/21.   |
| Support arc21 (& non-arc21 as relevant) councils regarding managing waste contracts during COVID-19.                                   | Meetings now in place with CXs (or their representatives) on an as close to quarterly basis as practicable.  |
| Support arc21 (& non-arc21 as relevant) councils regarding managing waste contracts during COVID-19.                                   | Several examples of working with partner councils either individually on contracts, or collectively to consider issues such as waste collection methodologies during the year (including a non-arc21 council). |

**SF.3 Enhancing our advocacy role on behalf of the sector through strengthening our relations with stakeholders and building a cadre of champions who recognise arc21 as the go-to organisation for waste and resource management solutions.**

| Action Plan Activities   | Action Undertaken   |
|--|---|
| Hold a briefing for waste industry on our Corporate Plan.  | Corporate Plan briefing was not delivered, partially due to COVID-19 disruption and the focus being on increased direct engagement with contractors regarding operations during the year.   |
| Contribute to development of waste, resources management & circular economy with relevant organisations. | In 2020/21, the ACX was invited to join QUB as a Visiting Research Fellow and the Dept for the Economy's Circular Economy Network. In addition, he joined DEFRA's Advisory Committee on Packaging to represent Northern Ireland, local government and waste & resources management. |
| Support arc21 (& non-arc21) councils to secure additional COVID-19 funding from the Executive.           | The ADCX led the ALGFO Sub Group to secure additional COVID-19 funding of over £15M from DAERA on behalf of all 11 councils for 2020/21.  |

**SF.4 Expanding the outreach services we provide to our stakeholders in terms of education and awareness supported by a robust communications strategy.**

| Action Plan Activities  | Action Undertaken   |
|---|---|
| Develop a Corporate Communications Strategy to parallel the Corporate Plan. | This was assimilated within the Communications and Marketing Plan, below.   |
| Draft a short-term Communications & Marketing Plan to promote the RWTP.     | A Communications and Marketing Plan was developed to articulate the residual waste treatment project (RWTP) and how it fitted within the context of (i) climate change (ii) circular economy (iii) the waste hierarchy (iv) local economic development. |
| Review the Education & Outreach service for partner councils.               | Deferred – the partner councils requested that this service be suspended during the COVID-19 pandemic and this will be reviewed in 2021/22, instead.  |

**IMPROVING PROCESSES (IP)**

**IP.1 Refocusing our role and services to stakeholders by redefining the relevance of what we do and ensuring we exceed expectations and demonstrate this through an annual performance report (Annual Report).**

| Action Plan Activities  | Action Undertaken   |
|---|---|
| Conduct annual customer survey with key stakeholders to inform development of our services. | Despite a low response rate, this showed that the work of arc21 was either satisfactory or very satisfactory. Survey completed in March 2021. |

| Action Plan Activities  | Action Undertaken  |
|---|--|
| Report progress on delivery of our Corporate Plan in the Annual Report. | The Action Plan has been developed but will be implemented from 2021/22 including regular update reports to the Steering Group for consideration and to monitor delivery of the Corporate Plan. At year end the outcomes will be presented to the Joint Committee in the form of an Annual Report. |
| Re-establish the Projects Board to review progress on the RWTP.         | Deferred until RWTP planning application is determined.  |

**IP.2 Maintaining the quality requirements of ISO 9001, seek other relevant quality assurance accreditations and place these at the core of risk management and assurance in terms of quality service.**

| Action Plan Activities  | Action Undertaken   |
|---|---|
| Annual recertification of ISO 9001.   | Successfully recertified in January 2021.   |
| Determine if ISO14001 is appropriate in 2020/21 &, if so, timetable for implementation.           | Operational focus to address COVID-19 pandemic during 2020/21 meant this item was not progressed.<br><br>Consideration pushed back to 2021/22 year.   |
| Ensure that Health & Safety issues in relation to contracts are monitored & updated as necessary. | Health and Safety issues monitored throughout the year however external inspections were on hold due to COVID-19 protocols.<br><br>Completed as a desk-top exercise as COVID-19 pandemic meant all site visits were suspended for the year. |

**IP.3 Benchmarking and build an appropriate database to develop our improvement plan.**

| Action Plan Activities                                   | Action Undertaken   |
|--|---|
| Review Finance and Performance Information.              | Review undertaken and suitable indicators identified for benchmarking purposes.   |
| Collate an appropriate suite of benchmarking categories. | A suite of benchmarking categories was developed and used to inform the next activity.  |
| Complete 2020/21 benchmarking exercise & report to SG/JC | The first benchmarking exercise demonstrated that arc21 compares favourably with a select number of similar local government waste management contracting authorities in England.                               |
| Determine scope for a benchmarking club                  | Discussions with NAWDO failed to crystallise into the formation of a benchmarking club as potential candidate councils attention was diverted by COVID-19 pandemic response. This will be revisited in 2021/22. |



### Key Performance Indicators

In order to better monitor progress within the Action Plans to achieve our Corporate Strategic Objectives, a review of activities across the organisation was undertaken during the 20/21 year and a new suite of Corporate Key Performance Indicators developed in line with the Action Plans and Corporate Plan.

KPI Targets for 21/22 were agreed, will be monitored on an ongoing basis and the actual outcomes for each KPI compared to the target, for presentation in the next Annual Report.

The new suite of Corporate Key Performance Indicators are shown below.

| No. | Corporate Plan Area              | Description  | KPI Target 21/22 |
|-----|----------------------------------|--|------------------|
| 1   | Stakeholder Focus                | Total waste diverted from landfill through arc21 contracts - tonnes diverted                     | 225K T           |
| 2   | Stakeholder Focus                | arc21 team advocacy with relevant stakeholders - number of key meetings attended                 | 60               |
| 3   | Stakeholder Focus                | arc21 engagement with partner councils - number of visits to partner councils' chambers          | 4                |
| 4   | Improving Processes              | Conduct annual customer survey   | 1                |
| 5   | Improving Processes              | Internal processes in place to deliver/maintain ISO9001  | 1                |
| 6   | Improving Processes              | Benchmark to assess comparative costs & performance with similar waste management organisations  | 1                |
| 7   | Operations, Finance & Governance | Establishment costs of arc21/total tonnes of waste delivered to arc21 contractors                | £2.60            |
| 8   | Operations, Finance & Governance | Aggregate cost per tonne of total tonnes of waste delivered to arc21 contractors                 | £80.00           |
| 9   | Operations, Finance & Governance | Establishment costs of arc21 per tonne/aggregate cost per tonne of waste delivered               | Not more than 4% |
| 10  | Operations, Finance & Governance | Ratio of operating costs to turnover   | Not more than 5% |
| 11  | Operations, Finance & Governance | Percentage of invoices paid to suppliers within 30 days of receipt                               | 90%              |
| 12  | Operations, Finance & Governance | Customer receipts  | 20 Days          |
| 13  | Operations, Finance & Governance | Percentage of compliance re level of service resolved within 72 hours                            | 100%             |
| 14  | Operations, Finance & Governance | Percentage of tender invitations which result in 2 or more submissions                           | 100%             |
| 15  | Operations, Finance & Governance | Percentage of procurements successfully delivered  | 100%             |
| 16  | Operations, Finance & Governance | Percentage of non-overweight vehicles into the landfill/recycling facilities                     | 100%             |
| 17  | Operations, Finance & Governance | Percentage of turnaround times within contract limit - recorded at landfill/recycling facilities | 95%              |

|     |                                  |   |                |
|-----|----------------------------------|---|----------------|
| 18a | Operations, Finance & Governance | High standard of financial assurance, governance and risk management by:<br>- monthly management accounts | 12             |
| 18b |                                  | - maintain risk management strategy   | 4              |
| 18c |                                  | - develop an audit management strategy  | 1              |
| 18d |                                  | - identify efficiency measures and new revenue streams/annual budget                                      | Ongoing Review |
| 18e |                                  | - maintain Joint Committee schedule   | 10             |
| 18f |                                  | - maintain Audit Committee schedule   | 4              |
| 19  | Learning & Growth                | Percentage of staff that have an annual PDP and receive an annual appraisal and review                    | 100%           |
| 20  | Learning & Growth                | Number of capacity building engagements   | 1              |
| 21  | Learning & Growth                | Number of CX meetings   | 8              |
| 22  | Learning & Growth                | Percentage of days arc21 staff are absent from work   | 3%             |

## OPERATIONS, FINANCE AND GOVERNANCE (OFG)

### OFG.1 Procuring appropriate waste infrastructure, services and supplies to deliver the Waste Management Plan, supported by appropriate contract management.

| Action Plan Activities  | Action Undertaken  |
|---|--|
| Maintain up-to-date procurement programme.  | Programme regularly updated and presented to Senior Management Team.   |
| Maintain currency of RWTP programme.  | Work on the RWTP is ongoing. The planning folder has been updated and a decision from the DAERA Minister on case of need is anticipated shortly which will move the item to the DfI Minister for a planning determination. |
| Review options for procurement of short-term residual waste contract(s) with Working Group. | Working Group established to progress short-term residual waste Contract(s).   |
| Extend or procure Municipal Waste Disposal Contract.  | Up until August 2020 Municipal Waste Contracts had been extended at which point the new contracts became live.   |
| Extend or procure contracts for WEEE.   | Contracts were extended and a Regulation 34 notice issued for Display.   |

| Action Plan Activities   | Action Undertaken   |
|--|---|
| Review communications contract.  | A specific programme was developed to “socialise” the RWTP funded from reserves, a review is underway for a broader communications contract.                                |
| Extend or procure a contract for Procurement & Contract Legal Services.  | Legal Services contract was extended to September 2022.   |
| Extend or procure a contract Health and Safety Services.   | Health and Safety Services contract extended to May 2021.   |
| Extend or procure contract(s) for loading, haulage & transfer of residual wastes, co-mingled dry recyclable & organic wastes, street sweepings & bulky wastes. | Contract extensions issued into the 2021/22 year due to COVID-19 and to enable council changing requirements to be considered.  |
| Extend or procure contracts for servicing and processing of glass, textiles, paper and cans from bring banks.  | Contracts extended to March 2022.   |
| Extend or procure contract(s) for the receipt, processing, treatment, recycling & disposal of street sweepings.  | Contract extensions issued into the 2021/22 year due to COVID-19.   |
| Implement organic waste contract variation.  | Contract variation implemented. Additional tonnage from Newry Mourne and Down District Council assimilated into the arc21 contract and revenue share mechanism implemented. |
| Maintain a system for ordering supplies to support councils waste services.  | arc21 continued to use the framework arrangement and implemented administrative procedures arising out of the implementation of the NI protocol.                            |
| Ensure there is a minimum of one quarterly meeting with all contractors.   | Quarterly meeting took place with contractors.  |
| Ensure site visits are conducted based on site usage (on hold due to COVID-19).  | Site visits were suspended due to the impacts of COVID-19.  |
| Ensure contingency arrangements for contracts are regularly verified.  | Discussed at each quarterly meeting. Many of the contingency arrangements were put in place due to COVID-19.  |
| Ensure councils are supplied with monthly contract data, support documentation and invoicing.  | Data provided to councils.  |
| Provide end destination information quarterly.   | End destination data provided quarterly.  |
| Provide advice and assistance to councils on waste activities and procurements as required.  | arc21 Officers provided assistance to council officers at various points during the year.   |

| Action Plan Activities | Action Undertaken  |
|------------------------|--|
|                        | In addition to the set objectives arc21 supported the councils re kerbside sort COVID-19 additional costs and contract variations. |

### OFG.2 Maintaining a high standard of financial assurance, governance and risk management.

| Action Plan Activities   | Action Undertaken  |
|--|--|
| Submit annual Revenue Estimates for approval.                    | Revenue Estimates approved by the Joint Committee in September 21.   |
| Refresh budgets along Departmental lines.                        | Departmental Budgets established during the year.  |
| Undertake an annual business continuity exercise.                | Business Continuity Plan successfully implemented in practice during 2020/21 due to COVID-19, with all staff required to work from home. |
| Maintain Risk Action Plans in line with Corporate Plan.          | Corporate Risks refreshed in line with new Corporate Plan.   |
| Update the Corporate Risks quarterly.                            | Corporate Risks updated in Nov 20 and March 21.  |
| Ensure Internal Audit Service Is appropriate (SLA with AGRS).    | AGRS services re-engaged as internal auditors and Service Level Agreement approved by Audit Committee.                                   |
| Develop a three-year Internal Audit Strategy/Plan of activities. | Three-year plan updated by AGRS and approved by the Audit Committee.   |
| Assess the effectiveness of the Audit Committee annually.        | Annual exercise undertaken in line with Cipfa assessment process – Audit Committee deemed effective.                                     |

### OFG.3 Identifying efficiency measures, utilisation of assets, new revenue streams and reporting on financial performance.

| Action Plan Activities  | Action Undertaken  |
|---|--|
| Determine if arc21 services can be commercialised beyond the partner councils.                          | Despite interest from several local government organisations, COVID-19 pandemic meant focus was upon supporting partner councils.                                |
| Review Document Management System taking into account developments in Electronic Records Management.    | Project initially reviewed with potential supplier but due to focus on maintaining operations, arising from COVID-19 emergency, issue to be reviewed in 2021/22. |
| Introduce remote working arrangements for key stakeholder meetings to facilitate COVID-19 restrictions. | Steering Group, Joint Committee and other key stakeholder meeting successfully implemented in virtual format.  |

|   |  |
|---|--|
| Review effectiveness of home working arrangements to facilitate COVID-19 restrictions for longer-term efficiencies. | Home working arrangements successfully implemented and consideration being given to longer term hybrid working to achieve longer term efficiencies in 2021/22. |
|---|--|

**OFG.4 Ensuring appropriate governance arrangements are in place to deliver the Corporate Plan.**

| Action Plan Activities  | Action Undertaken   |
|---|---|
| Finalise Corporate Plan.  | Corporate Plan finalised in April 20 and approved by key stakeholders in August 20. |
| Develop Action Plan.  | Action Plan developed during the year and successfully tested in 2021/22 year.      |
| Develop Balance Scorecard & identify each Strategic Objective - Priorities for Action/Measures/Targets & Responsible Officer. | Action Plan structure aligned to balance scorecard methodology.                     |
| Maintain Governance Excellence Accreditation.   | Accreditation confirmed in April 21.  |

**LEARNING AND GROWTH (LG)**

**LG.1 Developing and implementing a Human Resources strategy.**

| Action Plan Activities   | Action Undertaken   |
|--|---|
| Develop HR Strategy including staff resources, HR Policies, staff performance, staff training and development. | HR Policies reviewed and updated , annual appraisals and Personal Development Plans suspended due to COVID-19.              |
| Review staffing levels requirements to enable the organisation to deliver the Corporate Plan.                  | Deferred to 21/22.  |
| Review, update and implement suite of HR policies, including a staff consultation process.                     | HR Policies reviewed and updated and staff consultation exercise undertaken. Joint Committee reviewed list of new Policies. |
| Complete formal staff appraisals & PDPs.   | Deferred to 21/22 due to COVID-19.  |
| Review the training needs requirements of the Audit Committee Members.   | Training delivered in March 20 but due to COVID-19 further training deferred to 21/22.                                      |
| Review the First Aid Qualifications of the H&S Representatives.  | Deferred due to home working and will be revisited when officers return to offices in 21/22.                                |
| Update H&S policy.   | Policy reviewed and updated in April and November 20.   |



## LG.2 Strengthening capacity building on waste and resources management, climate crisis, energy and the circular economy.

| Action Plan Activities  | Action Undertaken  |
|---|--|
| Annual Seminar (with other organisations) for partner councils.   | Initial plans for an event with CIWM were overtaken by COVID-19 pandemic response. This will be revisited in 21/22.  |
| Organise a schedule of site visits for technical officers & Members.                                    | Initial plans for site visits were confounded by COVID-19 pandemic response. Consideration being given to requesting contractors to provide content online so that a virtual site visit/tour can be developed in 2021/22.  |
| Prepare a matrix to present to SG reviewing developments which may affect contracts (existing/pending). | Initial discussions with SG identified a number of factors which needed addressed (focus on residual/landfill) and timing for development of Waste Plan also delayed completion.<br><br>Workshops due in 21/22 to be progressed.<br><br>A strategic workshop was held in March 2021 to review key contracts and to consider a range of issues that may impact current and pending contracts. |
| Represent arc21 on relevant strategic waste forums (e.g. NAWDO, GWWG, CIWM, &c).                        | Where appropriate ACX attends CIWM, NAWDO, &c, ADCX attends ALGFO, APOD attends TAG, GWWG.   |

## LG 3 Developing a more collective leadership approach with stakeholders.

| Action Plan Activities  | Action Undertaken  |
|---|--|
| Review Action Plan with Steering Group.                           | Action Plan developed in 20/21 and initial review with Steering Group to be held in 21/22. |
| Quarterly meeting with the council CEXs.                          | Regular meetings held with council CEXs throughout the year.                               |
| Produce Regular CEXs briefings - preferably on a quarterly basis. | Monthly updates produced for CEXs and regular content for website and e-zine produced.     |

## FINANCIAL REPORT

Financial Highlights of the year were:

- Income was up by over 10% from £29.5m to £32.6m
- Cash flow remained positive throughout the year.

- Strong and effective financial management assurance reports received from both the internal audit service and external audit.
- The Local Government Auditor certified the 2019/20 year accounts without qualification.

A Summary of the Comprehensive Income and Expenditure Statement is set out below in respect of the 20/21 year in comparison with the 19/20 year.

| <b>INCOME:</b>   | <b>2020/21<br/>£</b> | <b>2019/20<br/>£</b> |
|--|----------------------|----------------------|
| Participant Councils   | 1,126,000            | 1,178,000            |
| Financing and Investment Income                                | 6,461                | 13,021               |
| Contract Income  | 31,451,947           | 28,270,177           |
| <b>TOTAL INCOME</b>  | <b>32,584,408</b>    | <b>29,461,198</b>    |
| <b>EXPENDITURE:</b>  |                      |                      |
| Employee Costs   | 653,004              | 637,808              |
| Financing and Investment Expenditure                           | 24,000               | 11,000               |
| Other Costs and Administrative Costs                           | 443,130              | 414,916              |
| Contract Expenditure   | 31,492,321           | 28,270,177           |
| <b>TOTAL EXPENDITURE</b>                                       | <b>32,612,455</b>    | <b>29,333,901</b>    |
| <b>SURPLUS / (DEFICIT) ON<br/>THE PROVISION OF SERVICES</b>    | <b>(28,047)</b>      | <b>127,297</b>       |
| Re-measurement of the Net Defined Benefit<br>Liability (Asset) | 14,000               | (457,000)            |
| <b>TOTAL COMPREHENSIVE INCOME AND<br/>EXPENDITURE</b>          | <b>(14,047)</b>      | <b>(329,703)</b>     |

## POLICY AND OPERATIONAL OVERVIEW

### WASTE MANAGEMENT POLICY

During the year, arc21 continued to monitor the potential impact of BREXIT and maintained regular contact with Contractors. Key issues that had been identified as risks included potential disruption of the movement of waste/recyclates, disruption and delay in the supply of consumables/parts, labour and container shortages. During 2020/21 these risks did not arise to the degree where it caused a material impact to the delivery of goods and services.

Whilst much of the existing UK environmental policy and legislation derives from the EU, the UK began operating outside of the EU's environmental governance arrangements at the end of the implementation period under the Withdrawal Agreement. The UK Environment Bill provides a framework to ensure there are no governance gaps from January 2021 and provides for improvement in respect of specific environment areas including waste and resource efficiency. A number of provisions extend to NI.

Also, during 2020/21, climate change was under consideration within the Executive which has resulted in two Bills being proposed – these are progressing through the legislative stages. In addition to responding formally to these, arc21 commented on several consultations related to waste management, as follows:

- Plastic Packaging Tax Policy Design
- Future Recycling and Separate Collection of Waste of a Household Nature in NI
- BEIS UK Internal Market Policy Options in White Paper
- Code of Conduct for Local Government Employees
- Ministerial Advisory Panel - Call for Evidence
- Local Government Audit in Northern Ireland Code of Audit Practice-Draft Code
- Local Government Pension Scheme (NI) - amendments to the statutory underpin
- Discussion Document on a Climate Change Bill
- NI Executive Programme for Government

The outcome of the consultation on Future Recycling and Separate Collection of Waste of a Household Nature in NI could have profound implications for the councils and affect a number of the arc21 contracts.

The issues highlighted as challenges in the 2019/20 Annual Report have not lessened and remain as follows:

- Global markets for secondary materials
- Brexit
- Climate change
- Circular Economy Package
- Emerging issues related to changes in the UK environmental compliance structure
- Northern Ireland energy policy and network resilience
- Ongoing consideration of an all council-wide strategic review of waste management
- Direction of travel with regard to the revision of the regional waste management plans
- Resilience amongst all stakeholders particularly in relation to the impact of COVID-19.

The direction of travel in the sector continues to point to a radical shake up of the way waste is generated, collected and disposed of as reflected in the range of consultations published during the year and those that are planned for the 2021/22 year including Extended Producer Responsibility and Deposit Return Scheme.

As previously highlighted in the 2019/20 Annual Report, it is anticipated that arc21 will be applying substantial resources to waste policy changes, and their implications in the coming years, as part of our ongoing support to partner councils.

In relation to the review of the arc21 Waste Management Plan, there was no significant movement towards this in 2020/21 due to the focus of councils being primarily on issues relating to COVID-19. The direction of travel still appeared to be for one Waste Management Plan for NI and it is unclear what strategic role arc21 may play in its development at this time.

## OPERATIONS

Operationally, arc21 contracts continued to deliver reliable services related to the transfer, treatment and disposal of waste and to service council requests for supplies of wheeled bins, caddies, caddy liners etc. During the year, the organic waste tonnages from the legacy Newry & Mourne District Council area were brought within the arc21 Organic Waste Treatment Contract.

Throughout the year, arc21 maintained close contact with its contractors in relation to protocols and preventative measures put in place to mitigate the impact of COVID-19, monitored and managed the tonnage increases and decreases and adapted to changes in service levels as councils brought their Household Recycling Centres back into operation. Specific protocols that had been put in place in March 2020 to share information between key stakeholders was retained enabling the flow of information to and from councils and contractors to continue. arc21 liaised with all of its contractors to ensure that their arrangements in respect of business continuity remained robust in the prevailing circumstances. arc21 continued its suspension of site visits in line with the preventative measures put in place to stop non-essential travel in compliance with Public Health guidelines and to dovetail into the measures put in place by the contractors to limit access to sites for the whole of 2020/21 but continued the programme of quarterly meetings with contractors.

Due to the impact of COVID-19, and in particular the effect of the closure of a number of Household Recycling Centres in the early part of the year coupled with changes caused by home-working and the impact of more goods being delivered in packaging to householders, the pattern and tonnage of waste arisings was more varied than usual. Also, due to COVID-19, a number of service contracts were extended rather than being re procured.

Tonnages treated and disposed of through the arc21 waste contracts rose from 345,494 tonnes in 2019/20 to 376,222 tonnes in 2020/21. There were increases in tonnages being delivered through the Mixed Dry Recycling Contracts (a total 48,010 tonnes – up by 6,028 tonnes or 14%), the Organic Waste Treatment Contract (a total of 151,714 tonnes up by 9,357 tonnes or 7%) and the Municipal Waste Disposal Contract (a total of 158,630 tonnes - up by 16,257 tonnes or 11%).

During the year, arc21 awarded two contracts for the disposal of residual waste.

arc21 continued to provide assistance to councils who have been progressing changes to service delivery models particularly in respect of the collection of mixed dry recyclables.

During 2020/21 arc21 was able to deliver cost savings in excess of £400,000.

In terms of the Residual Waste Treatment Project, no planning decision was received during the year following the quashing of the approval pursuant to the High Court judgement. Environmental data was updated as required and responses were dealt with for requests for further information.

## EDUCATION AND AWARENESS

The educational vehicle service was not operational during the period April 2020 to March 2021 due to COVID-19.

## SUPPLIES

arc21 continued to purchase supplies of bins, bottle banks, caddy liners and boxes on behalf of councils and adapted to the change in administrative procedures brought about from the implementation of the NI protocol.

## KEY STATISTICS<sup>3</sup>

- Overall in the arc21 region the total Municipal Waste Arisings across the arc21 councils rose from 594,791 tonnes in 2019/20 to 607,779 tonnes, a rise of 2.2%.
- Household waste recycling for the arc21 region decreased from 51.4% to just over 49%. The average household waste arisings in 2020/21 within the arc21 region was 1.19 tonnes per household (with a range across the councils of 1.02 to 1.42 tonnes per household) this was an increase from 1.14 tonnes per household in 2019/20 (with a range of 0.97 tonnes to 1.45 tonnes per household).
- The amount of Biodegradable Municipal Waste (BMW) landfilled rose from 87,236 tonnes in 2019/20 to 94,607 tonnes in 2020/21. Using the 2019/20 baseline allowance of 129,879 tonnes of BMW to landfill the arc21 region landfilled 72.3% of the allowance compared with 67.2% for the previous year.

## arc21 BUSINESS CONTINUITY

Due to COVID-19, the arc21 Business Continuity Plan was implemented for the first time in mid-March 2020. The offices utilised by arc21 in Belfast Castle were closed at short notice on 18 March 2020. From that point, all services provided by the organisation were undertaken remotely with staff working from home.

The Business Continuity Plan, in general, operated successfully, albeit the scenario and length of time the situation has prevailed had not necessarily been foreseen in all aspects and at the time of publishing this Annual Report all staff were still working from home but future plans, which may involve hybrid working, are being prepared as we emerge into a post COVID-19 environment.

Initially, aspects such as regular Steering Group and Joint Committee meetings were replaced with a revised process but virtual meetings were successfully instigated in July 2020 using MS Teams. In addition, some amendments were required to internal processes to account for remote working and any necessary changes made to the availability of suitable IT hardware and software. However, the staff of arc21 demonstrated, once again, their resilience and quickly adapted to the changed environment through the use of virtual platforms, electronic process and revised working arrangements.

## RESIDUAL WASTE TREATMENT PROJECT

During the year, Indaver continued to dress the planning portal with appropriate updates on environmental information to ensure that the planning application remained up-to-date and current. Some statutory consultees have taken longer than expected in responding to these requests and, notably, due to COVID-19, DAERA have been closely scrutinising the impact of the pandemic on local authority collected municipal waste arisings. This is delaying a response to the Department for Infrastructure (DfI) on the case-of-need. Once DAERA have made a determination on this item, the DfI planners will prepare a management report on the planning application for their Minister's consideration.

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<sup>3</sup> All quoted 2020/21 figures are subject to final validation by NIEA so may change.



In addition to the technical aspects of the RWTP, a communications and engagement programme was developed to meet with councillors, Members of the Local Assembly and Members of Parliament to highlight the project to issue press releases social media content, and to expand upon the arc21 website content with additional campaign information. There were 17 meetings throughout the year. This work is ongoing.

## ANNEX 1

JOINT COMMITTEE ATTENDANCE

During 2020/21, the meetings scheduled for the April to June period had to be cancelled due to the COVID-19 emergency and arrangements for the Acting Chief Executive were approved to provide delegated authority to make decisions. Through the use of electronic processes, remote meetings were able to be held from July 2020 for the rest of the year and this transition was undertaken reasonably efficiently and in fact proved to be successful in terms of an increase in Members attendance, due to home working arrangements.

The Assembly introduced new regulations to permit valid meetings to be held remotely during the COVID-19 emergency – The Local Government (Coronavirus) (Flexibility of District Council Meetings) Regulations (NI) 2020 – which came into effect on 1 May 2020.

For decisions to be valid there must be a quorum at a Joint Committee meeting which is made up of two elements – a minimum of six Members in attendance, representing a minimum of four councils. In this way, all decisions will be made by the majority of councils.

It is therefore important, for decision-making, that as full an attendance by Members as possible is achieved at Joint Committee meetings to allow for consideration, debate and approvals on the issues impacting on our partner councils. This includes covering progress on the councils/arc21 Waste Management Strategy, contract awards and consultation responses. In terms of future Joint Committee meetings, if appropriate governance and approvals mechanisms can be identified, it is likely that given the success of remote meetings, physical meetings may be less frequent or some version of hybrid-meeting may be adopted.

The attendance of the Members who served on the Joint Committee for the period up to March 2021 is provided below. This is presented as a simple table listing the Member and the meetings attended:

| Member                                    | Council                               | No of meetings eligible to attend | No of meetings attended |
|---|---------------------------------------|-----------------------------------|-------------------------|
| Councillor N Kelly <sup>4</sup>           | Antrim & Newtownabbey Borough Council | 6                                 | 1                       |
| Councillor T McGrann <sup>5</sup>         | Antrim & Newtownabbey Borough Council | 6                                 | 1                       |
| Councillor M Goodman                      | Antrim & Newtownabbey Borough Council | 8                                 | 7                       |
| Councillor A Bennington <sup>6</sup>      | Antrim & Newtownabbey Borough Council | 2                                 | 2                       |
| Councillor R Kinnear <sup>7</sup>         | Antrim & Newtownabbey Borough Council | 2                                 | 1                       |
| Alderman A Carson                         | Ards & North Down Borough Council     | 8                                 | 2                       |
| Alderman R Gibson<br>(Chair) <sup>8</sup> | Ards & North Down Borough Council     | 8                                 | 8                       |
| Councillor G Walker                       | Ards & North Down Borough Council     | 8                                 | 4                       |
| Councillor F Ferguson                     | Belfast City Council                  | 8                                 | 6                       |

<sup>4</sup> Left February 2021

<sup>5</sup> Left February 2021

<sup>6</sup> Joined February 2021

<sup>7</sup> Joined February 2021

<sup>8</sup> Also attended 3 monthly briefings with the ACEX, April-June 2020

|  |                                       |   |   |
|--|---------------------------------------|---|---|
| Councillor JJ Magee                          | Belfast City Council                  | 8 | 0 |
| Councillor P McReynolds                      | Belfast City Council                  | 8 | 3 |
| Alderman D Drysdale                          | Lisburn & Castlereagh City Council    | 8 | 7 |
| Councillor M Gregg                           | Lisburn & Castlereagh City Council    | 8 | 7 |
| Councillor S Lee                             | Lisburn & Castlereagh City Council    | 8 | 8 |
| Alderman R Cherry                            | Mid & East Antrim Borough Council     | 8 | 0 |
| Councillor I Friary                          | Mid & East Antrim Borough Council     | 8 | 4 |
| Councillor D Reid                            | Mid & East Antrim Borough Council     | 4 | 4 |
| Councillor M Burnside                        | Mid & East Antrim Borough Council     | 4 | 4 |
| Councillor W Clarke<br><i>(Deputy Chair)</i> | Newry, Mourne & Down District Council | 8 | 3 |
| Councillor H McKee                           | Newry, Mourne & Down District Council | 8 | 7 |
| Councillor K Owen                            | Newry, Mourne & Down District Council | 8 | 2 |

Cllr Reid Joined December 2020

Cllr Burnside left October 2020

## ANNEX 2

GLOSSARY OF TERMS

DAERA - Department of Agriculture, Environment and Rural Affairs  
TAG(NI) - Technical Advisory Group  
HSE(NI) - Health & Safety Executive Northern Ireland  
CIWM - Chartered Institution of Wastes Management  
NAWDO - The National Association of Waste Disposal Officers  
NILAS - Northern Ireland Landfill Allowance Scheme  
HRCs - Household Recycling Centres  
NILGA - Northern Ireland Local Government Authority  
CAFRE - The College of Agriculture, Food & Rural Enterprise  
UNSSC - UN System Staff College  
HMRC - HM Revenue & Customs  
BEIS - Department for Business, Energy & Industrial Strategy  
EPR - Extended Producer Responsibility  
DRS - Deposit Return Scheme  
DFC - Department for Communities  
DFP - Department of Finance and Personnel  
SIB - Strategic Investment Board  
CPD - Central Procurement Directorate  
AGRS - Audit, Governance and Risk Services  
SOLACE - Society of Local Authority Chief Executives and Senior Managers  
WMP - Waste Management Plan  
WRAP - Waste & Resource Action Programme  
QUB - Queens University Belfast  
CEXs - Council Chief Executives  
ACX - Acting Chief Executive  
DEFRA - Department for Environment Food & Rural Affairs  
ADCX - Acting Deputy Chief Executive  
ALGFO - Association of Local Government Financial Officers  
RWTP - Residual Waste Treatment Project  
H&S - Health & Safety  
SG - Steering Group  
JC - Joint Committee  
KPI - Key Performance Indicator  
WEEE - Waste from Electrical and Electronic Equipment  
SLA - Service Level Agreement  
CIPFA - Chartered Institute of Public Finance and Accountancy  
HR - Human Resources  
PDP - Personal Development Plan  
APOD - Acting Projects and Operations Director  
GWWG - Government Waste Working Group