



# Annual Report 2021-2022



---

To be the partner of choice on waste and resources

# CONTENTS

	Page
CHAIRMAN'S WELCOME	1
ACTING CHIEF EXECUTIVE FOREWORD	3
EXECUTIVE SUMMARY	5
CORPORATE OVERVIEW	8
CORPORATE OBJECTIVES	12
FINANCIAL REPORT	18
POLICY AND OPERATIONAL OVERVIEW	19
ARC21 BUSINESS CONTINUITY	22
ANNEX 1 - JOINT COMMITTEE ATTENDANCE 2021/22	23
ANNEX 2 - KEY PERFORMANCE INDICATORS	23
ANNEX 3 - INCOME AND EXPENDITURE STATEMENT	26
ANNEX 4 - GLOSSARY OF TERMS	27





## CHAIR WELCOME

### Alderman David Drysdale

Another year has passed, along with a number of false COVID dawns. There have been several lockdowns and releases throughout which waste and recyclates have been produced and the councils, supported by arc21, have continued to provide reliable collection and drop-off services for their residents. Previously, as Chair of arc21's Audit Committee, I was aware of the hard-work and effort that went into maintaining this "*Cinderella*" service – which happens behind the scenes and largely out-of-sight – but both last year and this have been a real testament to the graft these local government officers expend in ensuring this remains the case.

Last November, at our AGM, I took over as Chair of arc21. I would like to heartily thank my predecessor, Alderman Robert Gibson, for overseeing arc21 during a period of transition post-Local Government Reform (LGR). He provided much-needed stability and sagacity during this time. Needless to say, this process has not ended and, if anything, my experience of the past number of months has highlighted that there is much still to be done. There are several items in the "in tray" which need considered, and in order to look at these, a Sub-Group made up of several Members has been appointed to help me with this. These include reviewing our Governance arrangements and the relationship with our constituent councils, in light of that – consider what our internal arrangements should be and look at future options for how arc21 can best develop and/or deliver its services.

One of the first items to strike me concerned our internal reporting arrangements and, as a result, a realignment of responsibilities was done to improve the accountability within arc21. Throughout the year, there was consistent Members' attendance and working online really appears to suit the Joint Committee. I'd like to commend the Members for their engagement with arc21 which has ensured that they and their councils have contributed fully and tested arc21's thinking on several topics over the year.

This internal focus has been paralleled by ongoing work to ensure that the various contracts, secured for dealing with the constituent councils' various waste streams, continue to perform. This has involved extending a number of the contracts and it is likely that post-COVID, some heavy lifting will be needed to ensure that these are updated and new contracts established. As anyone reading this knows, the waste sector can be litigious but the arc21 officers will be paying close attention to how this can be mitigated and using new approaches to secure contractors to deal with the councils' residual waste streams. The arc21 team will have to work closely with the councils' officers to deliver this agenda which I expect will be delivered during 2022/23.

There have also been several consultation exercises this year. arc21 submitted an unprecedented 14 responses during the year. Amongst these, there were some stand out items, such as proposals to introduce Extended Producer Responsibility (EPR) and the Deposit Return Scheme (DRS); when launched, these will be game-changers and I'm sure the Chief Executive will pick up on them later. There were also consultations on Green Growth, the Circular Economy and an Energy Strategy for Northern Ireland all of which arc21's approaches to managing wastes can make a considerable contribution to.

I cannot sign off my foreword without commenting upon the recent Ministerial decision to refuse planning permission for the proposed residual waste treatment facilities at Mallusk. These facilities, which include an Energy from Waste (EfW) plant, a mechanical/biological treatment facility, an incinerator bottom ash facility and a visitor/community centre runs counter to the stated intentions in the consultation papers above in terms of preparing for a “greener” future, creating jobs, generating new increased revenue streams for the constituent councils (which could run into the £millions), reducing the reliance on landfill and lessening waste’s contribution to the generation of greenhouse gases.

This decision is also at odds with the views of the professional planning officers who, for a fourth time, recommended approval. It appears regressive and leaves the arc21 councils in a precarious position for dealing with their residual waste in an economically sound and environmentally robust manner while we transition to a more “waste less” society. It undermines the investment of £8M and £12M made by the public and private sectors respectively in getting this far and poses a question of whether NI is actually “open for business”. The arc21 officers are considering appealing the Minister’s decision but I fear this merely sustains, if not increases, the risk faced by the councils until this process is completed and a procurement decision made.

In conclusion, I’d like to thank the councils for the ongoing commitment to arc21, I’d like to recognise the hard work undertaken by the Audit Committee and other Joint Committee Members during the year and I’d like to stress that if it wasn’t for the arc21 officers, then many of the developments on waste and background provision of treatment and disposal arrangements would not have happened. This team work tirelessly to move resources and waste management into this century – and that is frequently not recognised or appreciated.

## ACTING CHIEF EXECUTIVE FOREWORD

Tim Walker

Where and when COVID will pass remains uncertain but this year was about learning to live with the pandemic and how to maintain our operational effectiveness last year. The state of flux experienced in 2020/21 has moderated somewhat and I'm pleased to say that our homeworking arrangements have continued to work well. This has allowed us to continue to support our constituent councils and ensure that waste and recycling arrangements were maintained without any undue hitches.

I've previously commented about living in the age of consequence and, throughout the year, further reports and findings have just served to highlight the need to seriously address the climate crisis by focusing on achieving Net Zero and, from a resources and waste management perspective, start to more clearly consider that our sector is a consequence of our rampant consumption. Reports show that while considerable steps can be taken to alleviate the carbon emitted from heating and travel, some 60% is still generated by how and what we choose to buy (and discard). This will become more of a headline issue in the coming years.

Against this global backdrop, there was also the unwelcome war in Ukraine which has considerably unsettled the energy markets and led to surging fuel costs – all indications are that this is not going to revert to the previous situation (or prices) anytime soon and makes it all the more compelling that arc21's constituent councils take ownership of some of their own waste solutions, especially those which also provide potential revenue opportunities and increase our energy security..

The case for the residual waste treatment project has become more acute but the disconnect between the ambitions enshrined in policy and legislation, and action, means that we risk chasing unicorns and leave us vulnerable to decisions made in other jurisdictions, unpredictable costs and waste crime. Developing this infrastructure would have distinct spill-over benefits for the arc21 region in terms of "*Green Growth*" and the circular economy agenda for all of the constituent councils, particularly its host.



In terms of Government policy, arc21 has responded to 14 consultation documents this year (somewhat of an overload) but, despite these contributions, there is still a strong sense that NI is in a holding pattern – The new Environment Act is progressing, as are versions of the Climate Change Act (NI), both of which will have a profound impact upon the resources and waste landscape here. Supplementary proposals on items such as Single Use Plastics (SUPs) have been launched but, while all these instruments proceed through the legislative machinery, NI's landfill capacity diminishes, reports are issued highlighting the fugitive methane emissions from these sites and their subsequent carbon-impact, and there is an unstated acceptance of exporting our "waste" elsewhere for others to manage. There doesn't appear to be any recognition of the resource potential being lost, either in terms of additional recycle, jobs, rates and/or energy.

This situation allows only short-term thinking, and a further lack of direction from DAERA, combined with variable financial support for councils on new approaches for collection or engaging with residents, and an ongoing lack of hard data and leaving councils floating on a sea of uncertainty without a reliable policy compass. A lack of direction does not serve us well as it does not provide for a certain investment climate, muddies the decision-making water and reduces councils' ability to plan for, and resource, the future. This is likely to be apparent in grades, staffing levels, and responsibilities – if we're to move to a Circular Economy and address Net Zero, a new approach is needed, one which adopts a different mindset and new structures.

As we've continued working from home for the year, there's been considerable opportunity to build upon the engagement with colleagues across the country and webinars have become a weekly occurrence. Taking part in some of these events has shown the enormity of the task ahead in introducing EPR, which will change how we manage waste. It includes the resources and waste sector as part of the packaging supply chain from which great insight can be had around, not least, the scale of investment tied up in the dealing with provisioning our lives, but also how it too is changing (compostable plastics are developing at quite a pace). It has also meant that a greater interest has been expressed in what happens to these items once they are discarded and how this can either be prevented or, if not, can there be some other form of recovery? In 2021/22, AFBI and NI Polymers Association, amongst others, have been at the forefront of facilitating these journeys.

Throughout what has been a turbulent couple of years, the arc21 team has remained resolute in focusing on delivery for its constituent councils. In flying the flag on behalf of the partnership and presenting views on issues such as the Carrier Bag Levy (NI) and draft Environmental Strategy, to determining what the future provision of facilities might be, combined with the delivery and maintenance of contracts, arc21's officers have been fully committed to getting the best for each of the councils. It hasn't been easy and, at times, there's been considerable pressure but the focus has remained on doing the right thing. For this resilience, hard-work and commitment, I'd like to say a heartfelt thanks to each and every one of the team. And the Chair, Deputy Chair, Chair of Audit and Members and Officers of the Joint Committee (and Audit Committee) have also played a crucial part in testing our thinking, supporting our recommendations and ultimately backing the organisation. To them, I'd also like to express my sincere thanks for their responsiveness and loyalty to arc21.

## EXECUTIVE SUMMARY

### CORPORATE STRATEGY

The development of the four-year Corporate Plan, 2020-2024, which set out the organisation's Strategic Objectives, was approved by stakeholders in 2020. This is the third year of the Plan and progress has continued to deliver the various work streams contained within it.

The Action Plan, which sits below the Corporate Plan, sets out a range of activities to help us deliver the Corporate Strategic Objectives and this is updated on a rolling basis throughout the year. Regular updates are presented to the Steering Group on a quarterly basis to provide performance accountability and oversight of what's being done, and when.

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

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

The priorities within both the Corporate Plan and the Action Plan provide the framework within which each of the Corporate Strategic Objective, and their associated business objectives are reviewed to achieve the Plan. As stated last year, the Action Plan makes this process more real by identifying activities to deliver each of the CSOs.

COVID continued to disrupt activities during the year but, nonetheless, we continued to provide a high standard of service to not only our constituent councils but to some/all of the other 5 non-arc21 councils (especially on financial matters).

### GOVERNANCE & ORGANISATION

Highlights of the year included:

- Progress continued to be made implementing the Corporate Plan 2020-24, and Action Plan
- Despite not reaching a conclusion, there has been ongoing engagement with and between constituent councils regarding the preparation of an addendum of the Waste Management Plan
- ISO 9001 was maintained
- Governance Excellence was maintained
- Operational resilience was maintained and continues during COVID
- Responses were provided for fourteen consultation exercises

### FINANCE

Turnover for the year was £33.8m, compared to £32.6m on the previous year, representing almost 4% of an increase, mainly due to inflationary increases in gate fees, and landfill tax. Tonnages processed were broadly the same year on year.

The overall value of expenditure on waste treatment contracts awarded by arc21 since 2005 now stands at £439m.

Cost savings in 2021/22 on Recycling and Composting contracts was in excess of £9.1m, when compared to the equivalent figure of this material being sent to landfill.

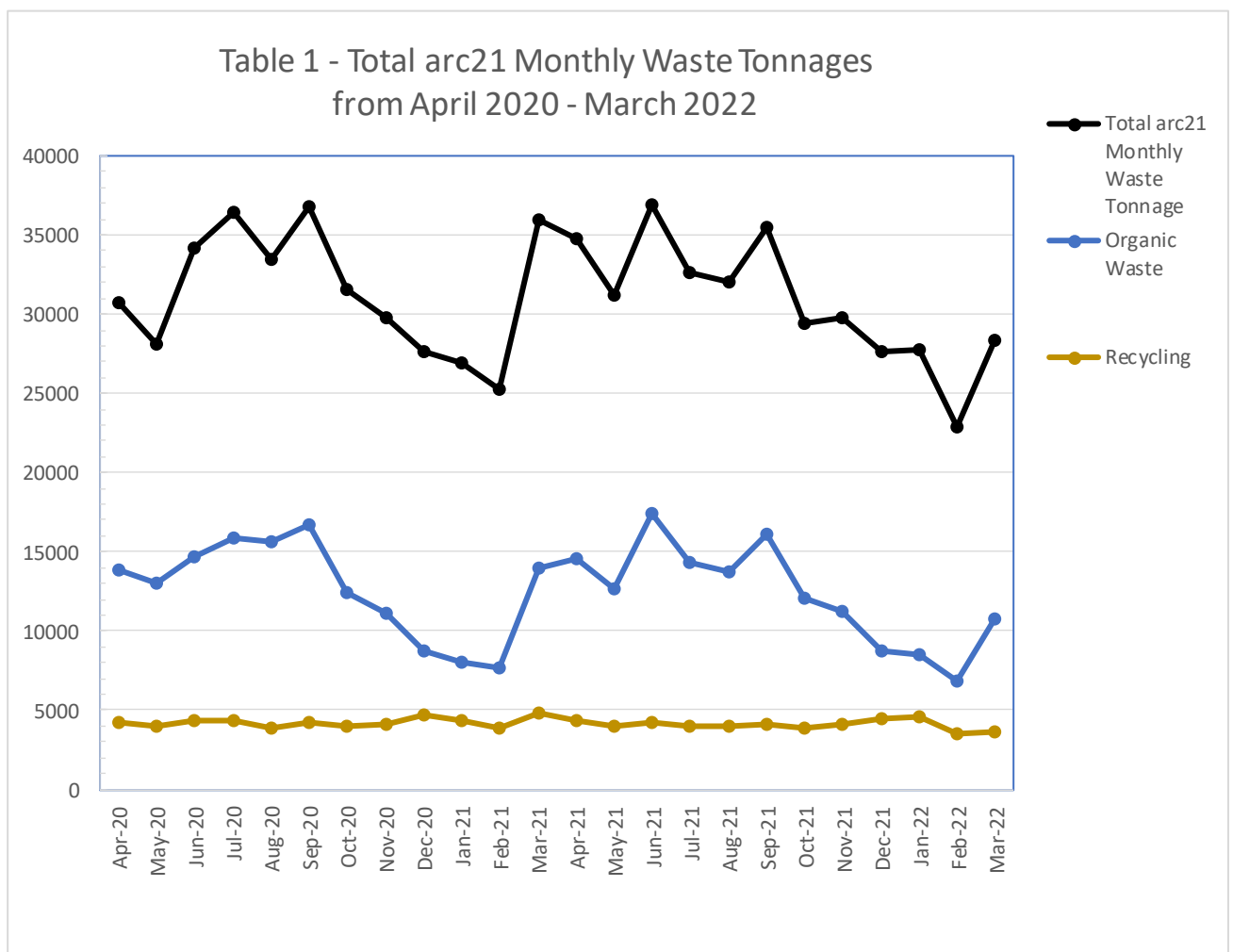
The MRF contracts performed unexpectedly well in 2021/22 and due to the revenue share provision in the contracts from April 2020 to March 2021, arc21 and its constituent councils received revenue share income of £610,997, against £70,579 the preceding year

The 2021/22 Statement of Accounts of the Joint Committee were certified by the Local Government Auditor in September 2022.

## POLICY AND OPERATIONS

arc21 continued to monitor and respond to consultations (14 in total), and to plan for the challenges posed by the changing environment including, but not limited to, BREXIT, the CE, 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 (WMP).

Over the year, in excess of 369k tonnes of waste was dealt with through arc21 contracts in addition to supporting contracts for haulage and supplies compared to 36k tonnes in the 20/21 year. The main reductions were in relation to the total tonnage of food and garden waste collected in the kerbside collection schemes and a fall in the amount of glass collected as councils rationalised their collections with a focus on kerbside collections. Table 1<sup>1</sup> below provides an overview of the different waste tonnages since the commencement of the Corporate Plan, and over COVID.



<sup>1</sup> Information from WasteDataFlow



arc21 continued to rely upon its Business Continuity Plan (BCP) to ensure the organisation and contractors continued to operate effectively provision throughout the year, notwithstanding the impacts of COVID.

arc21 continued to manage its procurement programme by extending several of its contracts this year.

## **RESIDUAL WASTE TREATMENT PROJECT**

The planning application to develop residual waste treatment facilities at Hightown Quarry as envisaged under the Project has been in the Northern Ireland planning system since March 2014.

During 2021/2022, as there did not appear to be any prospect of a forthcoming decision on the Project, the Joint Committee decided to discontinue with external professional communications and public relations support.

Also, in response to objections, further information in relation to need were submitted via DfI's planning portal in May 2021. Despite compliance with a range of planning policies – specifically the statutory Waste Management Plan – DfI planners solicited further exchanges on the case of need with DAERA's Environmental Policy Division, whose final response was in November 2021. In mid-March 2022, DfI planners finalised a development management report on the planning application with a recommendation to approve planning permission for the DfI Minister to consider.

This was the fourth set of planning officials who had recommended approval. However, on Sunday 27 March 2022, a few hours before the commencement of period of sensitivity ('purdah') in the run up to the May 2022 Assembly Elections, the Minister announced her decision - via social media and a statement published on the DfI website<sup>2</sup> - to refuse planning permission to the proposed development.

The reasoning that led to her reaching her decision, given by the Minister in her statements provided to the media that Sunday and as published on the DfI website, did not seem to be supported by any of the findings by officials after consideration of evidence contained on the planning file, nor in the DfI planning officials' development management report. This was an unexpected development and arc21 will be taking steps to interrogate its robustness and validity. We firmly believe the case for infrastructure remains unchanged.

---

<sup>2</sup> [Minister refuses residual waste treatment facility | Department for Infrastructure \(infrastructure-ni.gov.uk\)](https://www.infrastructure-ni.gov.uk)

## CORPORATE OVERVIEW

### HISTORY & CONSTITUTION

Following the six constituent councils' decision to reconstitute arc21 in April 2015, engagement took place with the Department of Agriculture, Environment & Rural Affairs (DAERA)<sup>3</sup> under the scope of the Local Government (Constituting a Joint Committee a Body Corporate) Order (NI) 2015 to ensure that the previous services continued uninterrupted.

### 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 NI, as at June 2020, was around 1.9m with just over 1.1m in the arc21 administrative area, the equivalent of 59% of the overall population. The census exercise undertaken by the Northern Ireland Statistics and Research Agency (NISRA) during the year has not yet published its updated population statistics but the indications are that the figures will not be materially different when published in the Autumn of 2022.

The municipal waste arisings in the arc21 constituent councils' area was circa 610,000 tonnes in 2021-22 which accounts for approximately 59% of the waste managed by all of NI's Councils. The collective household recycling rate for the arc21 administrative area reduced slightly to 49%.

### 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.

---

<sup>3</sup> At the time of this reconstitution, arc21 engaged with DAERA's predecessor – the Department of the Environment (DOE)

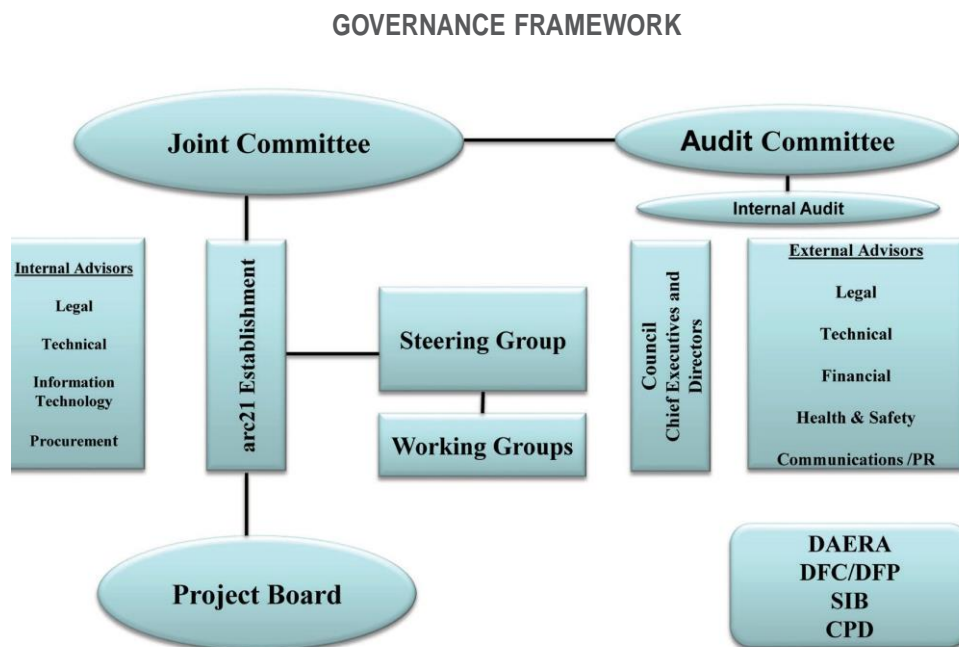
## GOVERNANCE FRAMEWORK

arc21 was originally established back in 2004, and remains overseen by a Joint Committee made up of 18 elected Members – three from each of the constituent councils.

The Joint Committee meets mainly on a monthly basis to decide on issues within its remit, concerned with advancing resources and waste management in support of the waste management strategies of its constituent councils. Due to COVID, in 2021/22 the Joint Committee continued to meet virtually to ensure that decisions continued to be made.

At the core of the governance framework is the adoption of a corporate planning process. This Annual Report is the key element in reviewing arc21's delivery of its Corporate Plan throughout the term of the Plan.

Minutes of the Joint Committee meetings are available to the public, and are published on arc21's website [www.arc21.org.uk](http://www.arc21.org.uk)



The Joint Committee constitutes a special purpose vehicle to support its constituent councils' in their implementation of the WMP, and other relevant waste management strategies.

The Joint Committee requires a quorum in order to enable lawful decisions to be made. 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 every time.

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 important issues impacting on our partner councils.

This includes covering progress on the councils/arc21 Waste Management Strategy, contract awards and consultation responses.

At the AGM held in November 2021, Members elected Alderman David Drysdale as Chair and Councillor Michael Goodman as Deputy Chair respectively.

The attendance of the Members who served on the Joint Committee for the year up to March 2022 is provided at Annex 1. This is presented as a simple table listing the Member, their eligibility to attend during the year, taking account of leavers and new Members, and the meetings attended:

The Joint Committee is supplemented by an Audit Committee which reports to the Joint Committee and provides an independent assurance on the adequacy of arc21's risk management and associated control environment. The Audit Committee is made up from Members of the Joint Committee and led by a Chair distinct from the Chair of the Joint Committee. At the AGM held in November 2021, Councillor Alison Bennington was appointed to this role.

The Audit Committee is made up of a smaller number of Members (no fixed number) supported by an independent member, Mr John Balmer, Head of Finance at Antrim & Newtownabbey Borough Council<sup>4</sup>. The Audit Committee is scheduled to hold four meetings each year and this target was met in 2021/22.

During the year, a Sub-Group of Members was convened with Cllr Bennington as chair to consider several governance matters from which recommendations were taken to the Joint Committee for consideration. It is anticipated that the work of this group will continue in 2022/23.

Following the AGM, steps were also taken to amend reporting lines and structures<sup>5</sup>.

During 2021/22, the arc21 committee and group meetings continued to be held virtually due to COVID, which worked well.

It proved successful in facilitating Members' attendance due to their ability to attend meetings remotely. The Assembly introduced regulations to permit lawful meetings to be held remotely during COVID but the legislation is due to expire in September 2022. At that stage, consideration will have to be given to returning to physical or hybrid meetings, but this will be reviewed in 2022/23.

During the year, steps were also taken to amend reporting lines and to clarify the role and responsibility of the Chief Financial Officer<sup>6</sup>.

## **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), arc21's internal audit service provider.

Risk Action Plans and a Risk Register are reviewed on a regular basis to ensure that corporate risks are aligned to the Corporate Strategic Objectives (CSOs) of the Corporate Plan. Risks are evaluated using a likelihood/impact methodology and risks related to major contracts and procurement exercises are identified as part of the ongoing project management processes within arc21.

---

<sup>4</sup> In this role, Mr Balmer provides technical financial management expertise

<sup>5</sup> A member of the Senior Management Team has been on sickness absence for several weeks, which may impact upon delivery of some of the tasks scheduled for 2021/22.

<sup>6</sup> A member of the Senior Management Team has been on sickness absence for several months, which has impacted upon some of the tasks scheduled for 2021/22.

## THE CORPORATE PLAN 2020-24

The Corporate Plan set out what arc21 intends to do to meet the expectations of its key stakeholders, the constituent councils. In developing the Plan, arc21 consulted engaged with key stakeholders. The Plan commits arc21 to 14 CSOs made up of initiatives and performance targets, with a timetable spanning from April 2020 to March 2024.

In terms of delivering, an Action Plan is used to enable arc21 to identify the actions to be taken to achieve the overall CSOs during any particular year. This is updated throughout the year and presented to the Steering Group to ensure accountability and that arc21 remains aligned to both the CSOs and constituent councils' expectations.

## STRATEGIC OBJECTIVES & PRIORITIES FOR ACTION

In order to be maintain a focus on priority areas, arc21 adopted the CSOs to frame its work over the term of the Plan and by achieving these, it was considered that it could best support its constituent councils and the delivery of their Waste Management Plan and other objectives.

The first set of objectives are **Stakeholder Focus**, and responding to the needs and expectations of the constituent councils, recognising that these can only be achieved by **Improving Processes & Operations, Finance & Governance**. None of this would be possible if arc21 does not develop and motivate its team by ensuring they have the capacity to lead, manage and deliver in their area of work (**Learning & Growth**).

This approach was adopted to ensure that arc21 had a strategy which could support any new initiatives arising from the strategic review, currently being undertaken by Solace, which consider future waste governance arrangements<sup>7</sup>, the CE 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 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 CSOs, underpinned by prescribed aims and actions.

Using the balance scorecard framework, activities in the Action Plan were placed against each CSO, with a range of specific activities identified 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 its four-year life span. This Annual report specifically focuses on delivery of the 2021/22 objectives.

---

<sup>7</sup> This piece of work remains ongoing with no end date yet specified.

## CORPORATE OBJECTIVES

These objectives were identified as part of the 2020-24 Corporate Plan and have been aggregated into four distinct areas of (i) Stakeholder Focus (ii) Improving Processes (iii) Operations, Finance & Governance and (iv) Learning & Growth. Each year, the Annual Report covers the delivery of various actions under each of these headings and, in this manner, record progress on delivery of the Corporate Plan. These have been highlighted in the following tables as : **Red-not achieved**, **Amber-partly achieved**, and **Green-completed**.

### 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 (subject to WRAP report)	WRAP report has not been finalised. Chapter 6 remains outstanding. Deferred to next year's plan
Review arc21's Terms of Agreement and service delivery model to ensure it continues to deliver on behalf of the partner councils	Currently scheduled for review, anticipated completion date Qtr2 2022/23
Develop Implementation Plan for arc21 councils WMP, subject to outcome of WRAP/DAERA/Waste Forum approach	Deferred to next year
Create an Action Plan each year to monitor delivery of the Corporate Plan term	Action Plan 2022/23 in preparation

**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	Reviewed current information and deferred to Qtr3 of 2022/23 year
Provide opportunities for managers, staff & members to increase their understanding of waste, resources management & circular economy (ongoing all year)	During the course of the year, there were many opportunities to avail of online seminars and workshops on a wide variety of topics including Deposit Return Scheme (DRS), Extended Producer Responsibility (EPR), Persistent Organic Pollutants (POPs), Circular Economy, Digital Waste Tracking, Climate Change, WEEE, Consistency of Collections &c. At various intervals, update reports were presented to the Steering Group and Joint Committee
Continue regular communication with CEXs as part of governance arrangements	There were ten CEX Bulletin's issued during 2021/22 and a further 15 meetings either with the CEXs directly, or with their Directors

Action Plan Activities	Action Undertaken
Support arc21 councils regarding management of individual wastes	During the year, arc21 officers provided support to councils on specific issues these included reviewing contract documents and considering transfer arrangements

**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 around arising opportunities for the councils' contracts	Pre-market engagement was undertaken before the launch of a procurement for short-term contracts for the treatment and recovery of Interim Residual Waste.
Contribute to development of waste, resources management & circular economy with relevant organisations	Worked on regional level on progressing CE for NI through DfE. Worked with selected contractors to develop their resale of products. Developed capacity with relevant council officers through interactive sessions with contractors
Secure COVID funding from the Executive	Highlighted to officers to submit final submissions before financial year end (2021/22)

**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 next steps lower-level communications programme continuing to raise issues of waste - report to SG and JC for ratification	Ongoing
Implement above	Procurement and implementation moved to 2022/23 year
Review the education & outreach service for partner councils - report to SG	Initial review has taken place. Next steps identified. Aspects of Waste and Promotions Officer anticipated to restart in 2022/23

**Outreach Requests and Support**

In July 2021, Dr Bronagh Millar (QUB) requested that arc21 support an EPSRC, Sustainable Manufacturing grant application on “*Biodegradable Foams and Additive Manufacture for Sustainable Protective Packaging.*” A letter of support was issued however the project was unsuccessful.

In September 2021, Dr Danielle Purkiss & Prof Mark Miodownik (UCL) held a Webinar on the Plastic Waste Innovation Hub: Compostable Plastics Research Update which arc21 supported as a project last year.

In September 2021, the Northern Ireland Plastic Association (NIPA) included arc21 in a plastics recycling initiative. Results of this proposal are awaited.

## 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	Survey carried out in respect of the 2021/22 year in Qtr1 of 2022/23 year
Report progress on delivery of our Corporate Plan in the Annual Report	Pending, due to be completed by Qtr2 of 2022/23
Re-establish the Projects Board to review progress on the RWTP	Pending outcome of Judicial review

**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	Annual certification achieved in November 2021
Determine if ISO14001 is appropriate in 2022/23 &, if so, timetable for implementation	Not completed due to COVID working arrangements. Deferred to 2022/23
Ensure that H&S issues in relation to contracts are monitored & updated as necessary	Health & Safety issues were monitored and external review undertaken of contractors Health & Safety Policies and Procedures

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

Action Plan Activities	Action Undertaken
Review finance & performance information	Completed
Complete 2021/22 benchmarking exercise & report to SG/JC	Completed
Determine scope for a benchmarking club	2 x benchmarking exercises have taken place to date. Discussions to establish a more formal arrangement have yet to progress and there appears to be competing priorities within NAWDO. Further consideration deferred to 2022/23



## OPERATIONS, FINANCE & GOVERNANCE (OFG)

### Key Performance Indicators

In order to better monitor progress within the Action Plans to achieve our CSOs, a review of activities across the organisation was undertaken during the 2021/22 year and a new suite of Key Performance Indicators (KPIs) were developed.

KPI Targets for 2022/23 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 KPIs for 2021/22, along with what was achieved and the new suite of Corporate KPIs, are attached at Annex 2.

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

Action Plan Activities	Action Undertaken
Maintain up-to-date procurement programme	Procurement Programme regularly updated and presented to Senior Management Team (SMT) for discussion during monthly meetings
Maintaining currency of RWTP programme	Ongoing
Review options for procurement of short-term residual waste contract(s) with Working Group	Options were reviewed and a strategy developed, which included market engagement and the publication of a Decision Document outlining the process to be used, the division of Lots and the high-level qualification requirements and award criteria
Extend or procure Municipal Waste Disposal Contract	Contract extensions were put in place in February 2022
Extend or procure contracts for WEEE	Need to procure in 2022/23 year
Extend or procure Lot 2 MRF	Lot 2 of the contract for receipt and processing mixed dry recyclables (MDR) was extended for two years
Review communications contract	Need to procure in 2022/23 year
Extend or procure a contract for Procurement & Contract Legal Services	A one-year contract extension was put in place
Extend or procure a contract for Health and Safety Services	All extensions available in the contract were used and a tender exercise identified for services in 2022/23
Extend or procure contract(s) for loading, haulage & transfer of residual wastes, co-mingled dry recyclable & organic wastes, street sweepings & bulky wastes	Contract extensions were used and a tender exercise identified for 2022/23 year
Extend or Procure Contracts for Servicing and Processing of Glass, Textiles, Paper and Cans from Bring Banks	Contract extensions were put in place for each of the Lots

Action Plan Activities	Action Undertaken
Extend or procure contract(s) for the receipt, processing, treatment, recycling & disposal of street sweepings	Contract extensions were used for both Lots
Maintain a system for ordering supplies to support Councils waste services	A system for ordering bins, boxes, caddies composters and caddy liners was maintained
Ensure there is a minimum of one quarterly meeting with all contractors	There was at least one contract meeting per quarter with each of the contractors providing waste services
Ensure site visits are conducted based on site usage	Due to COVID, site visits were only carried out on an ad hoc basis
Ensure contingency arrangements for contracts are regularly verified	Contingency arrangements were reviewed quarterly with contractors
Ensure Councils are supplied with monthly contract data, support documentation and invoicing	Monthly data was provided to councils on an ongoing basis
Provide end destination information quarterly	Councils were provided with end-destination data on a quarterly basis to enable them to complete their returns
Provide advice and assistance to Councils on waste activities and procurements as required (ad hoc)	Ad hoc advice was provided to a number of councils during the course of the year

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

Action Plan Activities	Action Undertaken
Submit annual revenue estimates for approval	Completed
Refresh budgets along departmental lines	Completed
Undertake an annual business continuity exercise (post-COVID)	Documentation has been reviewed. BCP exercise to be conducted post-COVID
Maintain Risk Action Plans in line with Corporate Plan	Completed
Update the Corporate Risks quarterly	Completed
Ensure Internal Audit Service Is appropriate (SLA with AGRS )	Completed
Develop and implement a three-year Internal audit strategy/plan of activities	Completed
Assess the effectiveness of the Audit Committee annually	Completed

**OFG.3 Identifying efficiency measures, new revenue streams and report on financial performance.**

Action Plan Activities	Action Undertaken
Determine if arc21 services can be commercialised beyond the partner councils	Deferred to 2022/23 to be considered as part of organisational review
Review document management system taking into account developments in electronic records management – revisit	Deferred to 2022/23
Introduce remote working arrangements for key stakeholder meetings to facilitate COVID restrictions	Completed
Review effectiveness of home working arrangements for staff for longer-term efficiencies - undertake review	Dependent on BCC return to Castle. Deferred to 2022/23

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

Action Plan Activities	Action Undertaken
Maintain Governance Excellence Accreditation	Last achieved in April 2020. Next review to be undertaken in 2022/23

**LEARNING & 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	Draft documents prepared. Deferred to 2022/23
Review staffing levels requirements to enable the organisation to deliver the Corporate Plan	Deferred to 2022/23 and will form part of the organisational review
Complete formal staff appraisals & PDPs	There was no formal appraisal process in 2021/22 due to a delay in the approval of the Corporate Plan <sup>8</sup> . Personal Development Plans were in place for the majority of staff
Review the training needs requirements of the Audit Committee Members	Deferred until 2022/23
Review the First Aid Qualifications of the H&S Representatives	Determine H&S Representatives and training requirements when return to office in 2022/23
Update H&S policy	The policy was reviewed in June and October 2021

<sup>8</sup> arc21 appraisal system is linked to Corporate Plan deliverables

**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	Online seminar held on 14 March 2022 on forthcoming waste issues effecting councils
Organise a schedule of site visits for technical officers & Members	Deferred to 2022/23
Prepare a matrix to present to SG reviewing developments which may affect contracts (existing/pending)	Deferred until 2022/23
Represent arc21 on relevant strategic waste forums (e.g. NAWDO, GWWG, CIWM, &c)	Ongoing

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

Action Plan Activities	Action Undertaken
Review Action Plan with Steering Group	Final review of Action Plan 21-22 in Qtr. 1 2022/23
Quarterly meeting with the CEXs/Directors	There were 15 meetings held with CEXs/Directors in 2021/22
Produce Regular CEXs briefings - preferably on a monthly basis	There were 10 CEX Briefings produced in 2021/22
Monitor staff absences on an ongoing basis , update staff sickness absence record matrix and report to SMT quarterly	Ongoing

## FINANCIAL REPORT

Financial Highlights of the year were:

- Income was up by 3.8% from £32.6m to £33.8m.
- Cash flow remained healthy throughout the year.
- During the year, an Internal Financial Controls audit was conducted resulting in an audit opinion of “*some improvement needed*”. There were 5 recommendations, all accepted by management, which are currently being addressed
- The Local Government Auditor certified the 2020/21 Statement of Accounts in September 2021 without qualification. The 2021/22 Statement of Accounts is due to be audited and certification achieved before the end of September 2022.

The Income and Expenditure Statement for the 2021/22 year in comparison with the 2020/21 year is included at Annex 3.

## 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 2021/22 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.

During 2021/22, arc21 commented on many consultations relating to waste management, as follows:

1. SIB - ISNI Call for Evidence
2. DEFRA - Consultation on the Draft Policy Statement on Environmental Principles
3. DEFRA - Introduction of a deposit return scheme in England, Wales and Northern Ireland
4. DEFRA - Packaging and packaging waste: introducing Extended Producer Responsibility
5. SONI - Industry Consultation: Shaping our Electricity Future
6. SIB - Circular Economy Strategic Framework - Call for Evidence
7. DfE - Consultation on policy options for the new Energy Strategy for Northern Ireland
8. DAERA - Carrier Bag Levy NI Consultation
9. UN ECE - Survey on Guidelines on Promoting People-first PPP WtE Projects for the CE
10. DfC - Proposed amendments to the Local Government Pension Scheme (NI)
11. DAERA - Consultation on the draft Green Growth Strategy for Northern Ireland
12. DAERA - Consultation on proposals for the Reduction of the usage of Single-use Plastic (SUP) Beverage Cups and Food Containers in Northern Ireland (NI).
13. DAERA - Draft Environment Strategy
14. HM Treasury - Landfill Tax: call for evidence Ensuring the tax continues to support environmental objectives

The issues highlighted as challenges in last year's Annual Report have not lessened and remain as follows:

- Global markets for secondary materials
- Brexit/NI Protocol
- Climate change/Net Zero
- Circular Economy Package
- Emerging issues related to changes in the UK environmental compliance structure (the Environment Act)
- Slow progression with implementation of Extended Producer Responsibility (EPR)
- Northern Ireland "Green Growth" and Environment Strategy
- Ongoing consideration of the strategic review of waste management for Northern Ireland councils
- Ongoing consideration for preparing a Waste Management Plan addendum
- Resilience amongst all stakeholders particularly in relation to rolling COVID lockdowns.
- Impact of strike action
- Significant increase of CPI of c9% likely to be passed through to councils<sup>9</sup>

<sup>9</sup> CPI inflation was 9.0% in April 2022, up from 7.0% in the year to March (see <https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/april2022#:~:text=On%20a%20m>)

The direction of travel in the sector continues to point to a step change in 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 2022/23 year including EPR and DPS.

As previously highlighted in the last 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 2021/22 due to the focus of councils being primarily on issues relating to COVID-19. The direction of travel appears to be three Waste Management Plan addendums for NI but it is still unclear what strategic role arc21 may play in its development at this time.

## OPERATIONS

arc21 waste contracts continued to operate with COVID-19 protocols in place. Over the course of the year many service providers were impacted by staff absences as a result of staff sickness in addition to absences due to isolation requirements. Despite this there was no impact on the services and Councils always had access to the delivery points and material continued to be treated and/or disposed of.

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 2021/22 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 2021/22, arc21 was able to deliver cost savings in excess of £400,000.

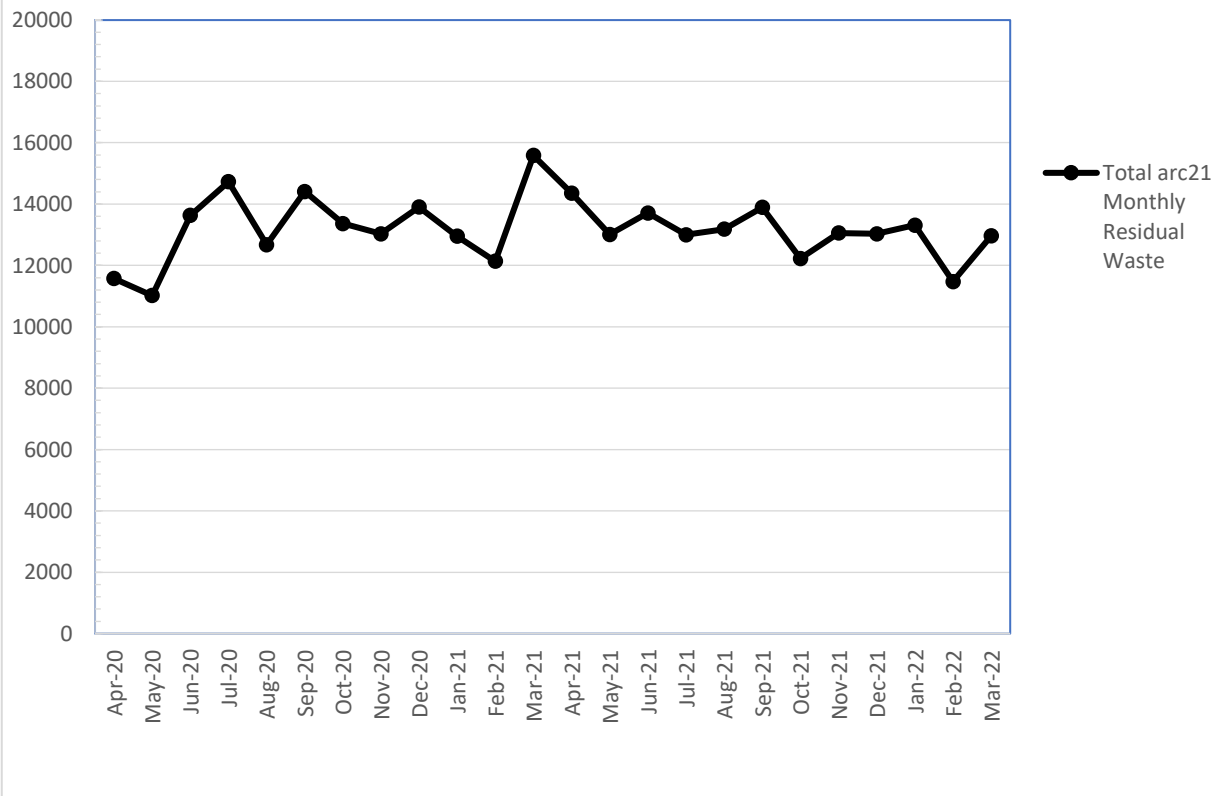
In terms of the Residual Waste Treatment Project, no planning decision was received during the year following the quashing of the approval pursuant to the High Court judgement. Environmental data was updated as required and responses were dealt with for requests for further information. Table 2<sup>10</sup> overleaf provides a plot of the residual waste arisings since the Corporate Plan went live in 2020.

---

[onthly%20basis%2C%20CPIH,of%200.7%25%20in%20April%202021.&text=The%20Consumer%20Prices%20Index%20\(CPI.up%20from%207.0%25%20in%20March\)\)](#)

<sup>10</sup> Information from WasteDataFlow

Table 2 - Total arc21 Monthly Waste Tonnages  
from April 2020 - March 2022



## EDUCATION AND AWARENESS

The educational vehicle service was not operational during the year, once again due to COVID-19.

## SUPPLIES

arc21 continued to purchase supplies of bins, bottle banks, home composters, caddies, caddy liners and boxes on behalf of councils. Over the course of the year there was an impact of market conditions on prices and delivery timeframes.

## KEY STATISTICS<sup>11</sup>

Overall, in the arc21 region the total Municipal Waste Arisings across the arc21 councils rose from 607,779 tonnes to 610,599 a rise of 0.46%.

Household waste recycling for the arc21 region decreased slightly at just over 49%. The average household waste arisings in 2021/22 was 1.16 which represented a decrease from 1.19 tonnes in (with a range across the councils of 0.99 to 1.37 tonnes per household). Circa 30% of all local authority waste went to landfill in the 2021/22 year. This percentage is the same as was sent in the 2020/21 year.

<sup>11</sup> All quoted 2020/21 figures are subject to final validation by NIEA so may change.

## arc21 BUSINESS CONTINUITY

As reported last year, due to COVID-19, the arc21 Business Continuity Plan was implemented for the first time in mid-March 2020. The offices at Belfast Castle were closed at short notice on 18 March 2020 and remained so for two years, throughout the 2021/22 year. All operational services provided by the organisation have been undertaken remotely with staff continuing to work from home. The offices re-opened in 2022/23 and new working arrangements will be considered taking into account the experiences of home working which has been in place since March 2020 and any guidance supplied by the Public Health Agency.

The Business Continuity Plan, in general, operated successfully, albeit the scenario and length of time the situation has prevailed had not 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 arrangements, will be considered as we emerge into a post COVID-19 environment and with the offices at Belfast Castle having re-opened.

Throughout the year all Steering Group, Joint Committee and Audit Committee meetings were held in virtual format using MS Teams. In addition, some operational amendments have continued to be required to internal processes to account for remote working and any necessary changes made to the availability of suitable IT hardware and software.

Once again, the staff of arc21 demonstrated their resilience and ability to quickly adapt to the changed working environment through the use of virtual platforms, electronic processes and revised working arrangements.



## JOINT COMMITTEE ATTENDANCE APRIL 2021-MARCH 2022

Member	Council	No of meetings eligible to attend	No of meetings attended
Councillor M Goodman <sup>12</sup> (Appointed Deputy Chair at AGM)	Antrim & Newtownabbey Borough Council	12	9
Councillor A Bennington	Antrim & Newtownabbey Borough Council	12	12
Councillor R Kinnear	Antrim & Newtownabbey Borough Council	12	9
Alderman A Carson	Ards & North Down Borough Council	12	5
Alderman R Gibson (Chair, until AGM)	Ards & North Down Borough Council	12	10
Councillor G Walker <sup>13</sup>	Ards & North Down Borough Council	1	1
Councillor A McDowell	Ards & North Down Borough Council	11	8
Councillor F Ferguson	Belfast City Council	12	4
Councillor JJ Magee	Belfast City Council	12	0
Councillor P McReynolds	Belfast City Council	12	1
Alderman D Drysdale <sup>14</sup> (Appointed Chair at AGM)	Lisburn & Castlereagh City Council	12	12
Councillor M Gregg	Lisburn & Castlereagh City Council	12	8
Councillor S Lee	Lisburn & Castlereagh City Council	12	11
Alderman R Cherry	Mid & East Antrim Borough Council	12	0
Councillor I Friary	Mid & East Antrim Borough Council	12	0
Councillor D Reid	Mid & East Antrim Borough Council	12	7
Councillor H McKee <sup>15</sup>	Newry, Mourne & Down District Council	7	6
Councillor W Clarke <sup>16</sup> (Deputy Chair until AGM)	Newry, Mourne & Down District Council	9	2
Councillor K Owen <sup>17</sup>	Newry, Mourne & Down District Council	9	8
Councillor R Burgess <sup>18</sup>	Newry, Mourne & Down District Council	5	3
Councillor D Murphy <sup>19</sup>	Newry, Mourne & Down District Council	3	2

<sup>12</sup> Cllr M Goodman was appointed Deputy Chair at the AGM in Nov 2021

<sup>13</sup> Cllr G Walker left in May 2021 and was replaced by Cllr A McDowell

<sup>14</sup> Ald D Drysdale was appointed Chair at the AGM in Nov 2021

<sup>15</sup> Cllr H McKee left in Nov 2021 and was replaced by Cllr R Burgess in Dec 2021

<sup>16</sup> Cllr W Clarke left in Dec 2021 and was replaced by Cllr D Murphy in Jan 2022

<sup>17</sup> Cllr K Owen left in Aug 2021 and was replaced by Cllr W Walker, re-joining in Oct 2021 when Cllr Walker left

<sup>18</sup> Cllr R Burgess joined December 2021

<sup>19</sup> Cllr D Murphy joined January 2022

## KEY PERFORMANCE INDICATORS

No.	Corporate Plan Area	Description	KPI Target 2021/22	Achieved	KPI Target 22/23
1	Stakeholder Focus	Total waste diverted from landfill through arc21 contracts - tonnes diverted	225k	212k	200k
2	Stakeholder Focus	arc21 team advocacy with relevant stakeholders - number of key meetings attended	60	182	100
3	Stakeholder Focus	arc21 engagement with partner councils - number of visits to partner councils' chambers	4	4	4
4	Improving Processes	Conduct annual customer survey	1	1	1
5	Improving Processes	Internal processes in place to deliver/maintain ISO9001	1	Maintained	1
6	Improving Processes	Benchmark to assess comparative costs & performance with similar waste management organisations	1	1	1
7	Operations, Finance & Governance	Establishment costs of arc21/total tonnes of waste delivered to arc21 contractors	£2.60	£2.43	£2.80
8	Operations, Finance & Governance	Aggregate cost per tonne of total tonnes of waste delivered to arc21 contractors	£80.00	£78.70	£87.80
9	Operations, Finance & Governance	Establishment costs of arc21 per tonne/aggregate cost per tonne of waste delivered	Not more than 4%	3.1%	Not more than 4%
10	Operations, Finance & Governance	Ratio of operating costs to turnover	Not more than 5%	3.3%	Not more than 5%
11	Operations, Finance & Governance	Percentage of invoices paid to suppliers within 30 days of receipt	90%	94%	90%
12	Operations, Finance & Governance	Debtor days	20 days	14.4 days	20 days
13	Operations, Finance & Governance	Percentage of non-compliance re level of service resolved within 72 hours	100%	100%	100%
14	Operations, Finance & Governance	Percentage of tender invitations which result in 2 or more submissions	100%	1	100%
15	Operations, Finance & Governance	Percentage of procurements successfully delivered	100%	0 <sup>20</sup>	100%

<sup>20</sup> No procurements were undertaken in 2021/22

16	Operations, Finance & Governance	Percentage of non overweight vehicles in haulage contract	100%	87.1%	100%
17	Operations, Finance & Governance	Percentage of turnaround times within contract limit - recorded at landfill/recycling facilities	95%	99.2%	95%

18a	Operations, Finance & Governance	High standard of financial assurance, governance and risk management by:	12	12	12
		- monthly management accounts			
18b		- maintain risk management strategy	4	3	4
18c		- maintain an audit management strategy	1	1	1
18d		- identify efficiency measures and new revenue streams/annual budget	Ongoing	Ongoing	Ongoing
18e		- maintain Joint Committee schedule	10	13	10
18f	- maintain Audit Committee schedule	4	4	4	
19	Learning & Growth	Percentage of staff that have an annual PDP and receive an annual appraisal and review	100%	88%	88% <sup>21</sup>
20	Learning & Growth	Number of capacity building engagements	1	1	1
21	Learning & Growth	Number of CEX meetings	8	11	6
22	Learning & Growth	Percentage of days arc21 staff are absent from work	3%	1.66%	3%

KPI 1 - although this is a key measure in terms of tracking waste, arc21 has no control or mechanism to affect it

KPI 2 - arc21 continued to engage widely with its stakeholders throughout the year as there are considerable changes occurring in the sector associated with introducing the Circular Economy, extended producer responsibility and prospects for a decision on the residual waste treatment facilities at Mallusk

KPI 4 - a customer survey was undertaken in 2021/22 which received a low level of response. The results of this were split with the audience looking for (i) more strategic information and (ii) a greater focus on delivery of contracts

KPI 16 - arc21 highlights the issue of overweight vehicles to officers of the partner councils during the monthly meetings. Where discrepancies persist, arc21 works with the partner councils to consider if there is an underlying problem with contractors (i.e. weighbridge non-alignment)

KPI 18b - The Risk Action Plan is reviewed and updated quarterly with AGRS to ensure it reflects the current situation

<sup>21</sup> This is what was delivered last year and will impact on what is achievable for staff in 2022/23

## INCOME AND EXPENDITURE STATEMENT

A Summary of the Comprehensive Income and Expenditure Statement is set out below in respect of the 2021/22 year in comparison with the 2020/21 year.

<b>INCOME:</b>	<b>2021/22 £</b>	<b>2020/21 £</b>
Participant Councils	<b>941,000</b>	<b>1,126,000</b>
Financing and Investment Income	<b>3,153</b>	<b>6,461</b>
Contract Income	<b>32,893,392</b>	<b>31,451,947</b>
<b>TOTAL INCOME</b>	<b>33,837,545</b>	<b>32,584,408</b>
<b>EXPENDITURE:</b>		
Employee Costs	<b>724,647</b>	<b>653,004</b>
Financing and Investment Expenditure	<b>24,000</b>	<b>24,000</b>
Other Costs and Administrative Costs	<b>516,599</b>	<b>443,130</b>
Contract Expenditure	<b>32,893,983</b>	<b>31,492,321</b>
<b>TOTAL EXPENDITURE</b>	<b>34,159,229</b>	<b>32,612,455</b>
<b>SURPLUS / (DEFICIT) ON THE PROVISION OF SERVICES</b>	<b>(321,684)</b>	<b>(28,047)</b>
Re-measurement of the Net Defined Benefit Liability (Asset)	<b>649,000</b>	<b>14,000</b>
<b>TOTAL COMPREHENSIVE INCOME AND EXPENDITURE</b>	<b>327,316</b>	<b>(14,047)</b>

**GLOSSARY OF TERMS**

**AGM - Annual General Meeting**  
**LGR - Local Government Reform**  
**EPR - Extended Producer Responsibility**  
**DRS - Deposit Return Scheme**  
**CE - Circular Economy**  
**NI - Northern Ireland**  
**EFW - Energy from Waste**  
**SUPs - Single Use Plastics**  
**DAERA - Department of Agriculture, Environment and Rural Affairs**  
**AFBI - The Agri-Food and Biosciences Institute**  
**CSO - Corporate Strategic Objectives**  
**WMP - Waste Management Plan**  
**BCP - Business Continuity Plan**  
**NISRA - Northern Ireland Statistics and Research Agency (NISRA)**  
**AGM - Annual General Meeting**  
**AGRS – Audit, Governance and Risk Services, Belfast City Council**  
**SoLACE - Society of Local Authority Chief Executives and Senior Managers**  
**WRAP - Waste and Resources Action Programme**  
**L&CCC - Lisburn & Castlereagh City Council**  
**M&EABC - Mid and East Antrim Borough Council**  
**NM&DDC - Newry, Mourne and Down District Council**  
**DfE - Department for the Economy**  
**SG - Steering Group**  
**JC - Joint Committee**  
**RWTP - Residual Waste Treatment Project**  
**H&S - Health & Safety**  
**NAWDO - The National Association of Waste Disposal Officers**  
**KPI - Key Performance Indicator**  
**WEEE - Waste Electrical and Electronic Equipment recycling**  
**MRF - Material Recovery Facility**  
**SLA - Service Level Agreement**  
**PDP - Personal Development Plan**  
**GWVG - Government Waste Working Group**  
**CIWM - Chartered Institution of Wastes Management**  
**CEXs - Chief Executives**  
**SMT - Senior Management Team**  
**SIB - Strategic Investment Board**  
**DEFRA - Department for Environment Food & Rural Affairs**