

APPENDIX 1 – CUMBRIA JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY FRAMEWORK DOCUMENT

SUPER GOAL Management of municipal waste that contributes to a sustainable Cumbria.
GOAL Implement a sustainable waste management programme
PURPOSE To ensure that the management of municipal waste maximises the economic, environmental and social benefits to the people of Cumbria. The Cumbria Strategic Partnership document: “Sustainable Cumbria 2004 – 2024 recognises “Sustainable Communities and Well-being” as an overarching priority and states: <i>"Sustainable waste management solutions are needed to address the direct impact of waste on the environment and are essential to the future growth of industry and commerce in Cumbria"</i> The Regional Waste Strategy for the North West (September 2004) takes up this theme and states: <i>"The first message this (Regional Waste) Strategy must deliver is that there is now an urgent need to reconsider how we view waste and how new methods of waste management can be put in place, including new collection and treatment regimes, reprocessing infrastructure and new built developments"</i> Our purpose is in keeping with these statements and is aimed to ensure that waste in the direct control of local authorities is minimized and managed in a way that has the most positive impact on the Cumbrian environment. Verification of progress: Progress on the evolution of a “Sustainable Cumbria” will be measured through key performance measures, targets and timescales currently being developed by the Cumbria Strategic Partnership. The Regional Waste Strategy for the North West proposes a comprehensive performance monitoring system.

OUTPUT 1

Narrative	Activity	Performance Indicators	Assumptions / Risks
Meet and where possible exceed statutory targets at acceptable cost.	WCA's to jointly review residual waste collection arrangements with a view to optimising collection efficiencies and waste minimisation.	Production of review	Assumes all WCAs accept the role that their collection services play in achieving Cumbria-wide statutory targets. Risk that difficult decisions are not taken
	WCA's to establish a joint Recycling Plan to maximise recycling rates – each WCA to commit to achieve a minimum recycling rate of 30% by 2006/7*	BVPI82, BVPI91	Assumes all authorities have the political will and there is financial provision to meet the stated targets. Risk that targets are unrealistic and will not be met. The consequences of not achieving high recycling levels would be increased landfill costs and Landfill Allowance Trading Schemes (LATS) fines.
	WDA to require new strategic partner to achieve a recycling/composting rate of 60% or better across the Civic Amenity Site network (including re-use but excluding rubble and similar wastes)	BVPI82	Assumes that WDA has contractual ability to maximise recycling at CA sites. Risk that no new contract is awarded and opportunity is lost / delayed.
	WDA and WCA's to produce and deliver a comprehensive waste awareness & minimisation programme across the whole county which includes tonnage targets * Note: Dec 04 announcement that statutory recycling targets for 2005/06 will be held at 30%	BVPI84	Assumes that a waste minimisation campaign can be funded and delivered. Assumes that such a campaign can positively contribute to behavioural change.

OUTPUT 2

Narrative	Activity	Performance Indicators	Assumptions / Risks
Provide appropriate suitably located waste treatment and final disposal facilities	WDA to undertake a review of suitable sites / locations for new waste management facilities.	Production of review	Assumes that a review will identify a range of sites for all the potential waste treatment options. Risk that a review results in a significantly limited range of options.
	WDA to encourage the provision of facilities for commercial and industrial waste by the strategic partner.	Strategic partner's proposals for provision of facilities for com/ind waste	Assumes that com/ind waste producers will be motivated to commit waste to the new facilities. Without sufficient commitment strategic partner may not take the risk of providing capacity.
	WDA to procure a new strategic partner to provide deliverable waste treatment solutions for the coming 25 years. New contractual arrangements to be in place by 01/04/06.	New partner appointed New contract awarded	Assumes procurement process is successful. Risk that no Strategic Partner is appointed and the 01/04/06 deadline is missed which could require existing contracts to be extended.
	Early consultation and awareness campaigns to build public support for the for the chosen technical solutions	Planning consents obtained	Assumes that WDA and WCAs are willing and able to give support. Risk that divisions in the Strategic Waste Partnership will undermine public confidence.

OUTPUT 3

Narrative	Activity	Performance Indicators	Assumptions / Risks
Integrated working between the Waste Collection Authorities and Waste Disposal Authority to provide an efficient and seamless service.	Establish a Joint Recycling Plan to optimise economies of scale and marketing opportunities.	Production of Joint Recycling Plan	Assumes that there are economies of scale in having joint recycling arrangements. Risk that existing, successful WCA arrangements are compromised.
	Undertake a review of current waste collection arrangements with a view to optimising collection efficiencies.	Production of Review/Collection efficiency savings	Assumes that there are efficiencies in joint arrangements. Risk that joint arrangements are less efficient than current arrangements.
	Jointly review Civic Amenity Site provision (opening hours and location) together with bulky household waste collection services.	Production of Review	Assumes that WDA and WCAs are willing and able to review / make changes.
	Develop a 'Memorandum of Understanding' committing each authority to specified levels of recycling & composting and complementing the waste treatment service to be provided by the strategic partner. WCA's to be involved at best and final offer stage of negotiations for preferred strategic partner	'MoU produced and signed by all authorities.	Assumes WDA and WCA are willing and able to agree on a 'Memorandum of Understanding'. Risk that failure to agree will lead to inefficient service provision and LATS fines.

OUTPUT 4

Narrative	Activity	Performance Indicators	Assumptions / Risks
A satisfied, engaged and motivated public	Establish a clear, joint 'Communications Strategy' that: <ul style="list-style-type: none"> • Advertises and raises public awareness of the service • Provides an effective public education programme • Provides opportunity for dialog with the public 	Production of 'Communications Strategy' Improvements in public participation in recycling and residual waste reduction campaigns.	Assumes that a joint Communications Strategy is agreed and delivered by the WDA and the WCAs. Risk that a joint strategy is not agreed by all and that its delivery is fragmented. Assumes that the public are willing to be engaged and motivated. Risk that, providing a service is provided, waste will remain a low priority to most people most of the time.
	Develop bold corporate branding for all waste services	Public awareness surveys	Assumes that corporate branding will help the public to identify with the service. Risk that failure in one service/area will damage public confidence in the whole
	Provides efficient, courteous and accessible enquiries and complaints service.	Positive feedback, fewer complaints	Assumes WDA and WCA's can agree standards and there is free flow of information between authorities.

<u>OUTPUT 5</u>			
Narrative	Activity	Performance Indicators	Assumptions / Risks
Provide high quality waste collection services and facilities	<p>WCAs and WDA to clearly identify and publicise the standard of service the public should expect.</p> <p>Achieve upper quartile performance in:</p> <ul style="list-style-type: none"> • BV90a % people satisfied with recycling facilities • BV90b % people satisfied with waste collection and Civic Amenity Sites. 	<p>Information on all waste collection services is made available to an agreed standard.</p> <p>Public satisfaction surveys BVPI90a BVPI90b</p>	<p>Assumes that acceptable levels of service are identified and that this information is made available to the public. Risk that identified levels of service do not meet public aspirations.</p> <p>Assumes that upper quartile performance is achievable at an acceptable cost.</p>