

**NORTH LONDON WASTE AUTHORITY**

**REPORT TITLE:**

**STRATEGY IMPLEMENTATION – STAFFING ISSUES**

**REPORT OF:**

**THE CLERK**

**FOR SUBMISSION TO:**

**AUTHORITY MEETING**

**DATE:**

**7<sup>th</sup> July 2004**

**SUMMARY OF REPORT:**

This report draws out the areas of the North London Joint Waste Strategy that it is expected the Authority will directly implement, and proposes changes to the staffing structure of the Strategy & Contracts Team to enable it to implement these and prepare for the next disposal contract(s).

A verbal update will be given on the outcomes of the Cabinet Member Seminar, scheduled for Monday 5<sup>th</sup> July 2004.

**RECOMMENDATION**

The Authority is recommended to approve the revised Strategy & Contracts Team staff structure identified within the report and at Appendix 5, including the re-grading of the Head of Waste Strategy & Contracts to Assistant Director level and any re-grading of the four other established posts (one is vacant), following new, detailed job evaluations by LB Haringey to reflect changes in responsibilities.

**Signed by the Clerk**

.....

Date:.....

## 1. OVERVIEW

- 1.1 This report first sets in Section 2 out the background to the creation of the current Strategy & Contracts Team (S&C Team), and the new workloads they have absorbed in recent years in addition to their normal work.
- 1.2 In Section 3 the report explains how other Statutory Joint Waste Disposal Authorities have arranged their equivalent staff groups.
- 1.3 In Section 4 the new work for the S&C Team associated with the North London Joint Waste Strategy and the preparation for the next waste disposal contract(s) is set out in some detail, along with proposals for the development of the S&C Team.

## 2. BACKGROUND AND THE CURRENT POSITION

- 2.1 When the North London Waste Authority was first created in January 1986 (on the abolition of the Greater London Council), the Authority directly managed all municipal waste disposal services for its area, and directly employed all necessary staff.
- 2.2 The Environmental Protection Act 1990 (EPA) subsequently required all Waste Disposal Authorities to “divest” themselves of all their operational activities such as running transfer stations, waste treatment facilities (such as the Edmonton energy-from-waste plant) and landfill sites. The Authority therefore let a twenty-year waste disposal contract, which was won through a competitive tendering process by LondonWaste Ltd. The Authority also set up a team of people to manage this contract and several other on-going contracts.
- 2.3 The Authority appointed a “Client Manager”, who then established a small team of staff to manage the Authority’s contracted waste disposal services. The team developed fairly quickly into the Client Manager (PO6), a Senior Monitoring Officer (PO1/2), a Monitoring Officer (SO1) and a Finance & Administration Officer (Scale 6). In 2000 the additional post of Policy & Project Officer (PO3) was added.
- 2.4 It should be noted that the above structure was established to deal with only the direct contractual matters of the Authority.

### **New Workloads of the S&C Team**

- 2.5 In recent years, however, substantial new workloads have been absorbed despite an on-going senior vacancy:
  - 2.5.1 **North London Joint Waste Strategy (NLJWS)**. The Strategy & Contracts Team (the S&C Team) has taken the lead in developing the NLJWS. It set out common “Aims and Objectives” that all Constituent Boroughs then approved. It co-ordinated the previous Strategy Project Board meetings and the work of its sub-groups.

It co-ordinated the Cabinet Member Seminars and wrote and published the draft NLJWS. It then managed a comprehensive stakeholder dialogue process.

- 2.5.2 **North London Recycling Forum (NLRf)**. The S&C Team, in partnership with LondonWaste Ltd, established and supports the NLRf improve recycling and composting services, by bringing community, public and private organisations together.
- 2.5.3 **Arsenal Relocation to Hornsey Street**. The S&C Team is managing the Authority's interests in the relocation of its Ashburton Grove waste transfer station to the new Hornsey Street facility, an unprecedented project for the Authority involving very significant technical, commercial and legal workloads led by the S&C Team. Many hundreds of technical reports and drawings have been reviewed and changed for the benefit of the Authority; a variation to the contract with LondonWaste Ltd has been negotiated and agreed; and detailed negotiations have been undertaken for the Authority's 999-year leasehold agreement with LB Islington. Now the final phases of operational testing and the signing off of the actual construction of the facility are nearing completion. There remain the on-going issues that will arise as all occupants settle into this new facility, which will require close management to minimise borough collection vehicle turnaround times.
- 2.5.4 **Hendon Relocation**. The S&C Team is managing the Authority's interests in the potential relocation of its Hendon rail transfer station. This remains at a much earlier stage than the Ashburton Grove relocation, and will require a high level of on-going project management. This has already involved securing modifications to the local planning authority's special chapter to its UDP, subsequent comments on the draft Local Development Framework, negotiations with the site developer and subsequent modelling of facility needs for the specification of a new, replacement waste facility at a site nearby. Further technical work is needed to ensure that the fundamental concepts, waste technologies and likely operating costs are all developed at this early stage to the maximum benefit of the Authority.
- 2.5.5 **London Recycling Fund (LRF) Awards**. The LRF gives money to help Boroughs and Disposal Authorities achieve their statutory performance standards. The S&C Team has co-ordinated joint bids to the LRF and supported other borough bids that collectively secured for North London a total of £4.66m in 2002/3 and 2003/4, and a provisional award of £4m for 2004/5 and 2005/6. These awards require close attention to co-ordinate their implementation, particularly the North London Integrated Compost Project under which the Authority will provide a 30,000 tonnes per annum in-vessel composting facility (through LondonWaste Ltd), and a programme of support for home and community composting.

## **Normal Work of the S&C Team**

- 2.6 These are in addition to the “routine” work of:
- 2.6.1 **managing the main waste disposal contract** so that constituent borough waste vehicles can reliably and quickly tip waste every day of every year;
  - 2.6.2 **validating and certifying invoices** for this service (costing nearly £50,000,000 after legislative and compensation review clauses have been added for landfill tax and loss of Non Fossil Fuel Obligation income respectively);
  - 2.6.3 **validating claims for recycling credits** from Constituent Boroughs (with a budget of £6,305,000 in 2003/04 and £9,295,000 in 2004/05, as reported in February 2004).
  - 2.6.4 providing weekly and monthly **tonnage data reports** to the constituent boroughs, to manage round/beat efficiency;
  - 2.6.5 re-structuring and re-tendering the **civic amenity waste transport and disposal** arrangements through European procedures, and managing the on-going service;
  - 2.6.6 providing a **new fridge recycling** service;
  - 2.6.7 completely **renegotiating the tri-partite Hendon agreement** and lease by which the Hendon rail transfer station continues to operate;
  - 2.6.8 commissioning a **new bulky waste recycling facility** that is currently under construction;
  - 2.6.9 **advising Authority nominated Directors to the Board of LondonWaste Ltd** with the Finance Officer;
  - 2.6.10 overseeing the Authority’s technical and commercial interests in relation to **LondonWaste Ltd’s compliance with the Waste Incineration Directive** with the Finance Officer;
  - 2.6.11 preparing **responses to Government consultation papers** of strategic and financial importance to the Authority;
  - 2.6.12 publishing the **annual Best Value Performance Plan** in compliance with statutory requirements; and
  - 2.6.13 complying with the **Best Value regime** and assisting Boroughs with Comprehensive Performance Assessments.
- 2.7 All the above work at 1.5 and 1.6 has been delivered by the four permanent members of staff in the S&C Team (including the Head) and a temporary member of clerical staff.

## **3 COMPARISONS WITH OTHER STATUTORY JOINT WASTE DISPOSAL AUTHORITIES**

- 3.1 The other five statutory joint waste disposal authorities in the country have been asked to provide details of their staffing arrangements in order to establish how the North London Waste Authority compares with them.

- 3.2 All have confirmed that they have a full-time Chief Officer, in addition to a Clerk / Chief Executive / Managing Director and a varying range of Advisers similar to those in North London.
- 3.3 Those that provided full details of their internal structures are described below. Appendices 1-3 have structure diagrams with actual grades and are provided on a separate report on Part 2 of the agenda.

### **East London Waste Authority (ELWA)**

- 3.4 ELWA covers the four Boroughs of Barking & Dagenham, Havering, Newham and Redbridge. It has recently let a long-term integrated waste management contract to Shanks Waste Services Ltd. The structure diagram at Appendix 1 shows it has a full-time Executive Director, with a General Manager and an Office Manager reporting to him, and a Contract Manager reporting to the General Manager, and a Secretary reporting to the Office Manager but supporting all.
- 3.5 This is in addition to the Managing Director (Clerk), Finance Director, Operations Director and Technical Director, all of whose substantive posts are as chief officers in different constituent boroughs.

### **Merseyside Waste Disposal Authority (MWDA)**

- 3.6 MWDA has five boroughs, but also manages contracts for thirteen "Household Waste Recycling Centres" (civic amenity sites) and oversees seven closed landfill sites. In February this year MWDA approved a new, slightly amended structure (see Appendix 2) with a Director, a Waste Strategy Manager with four staff, a Contracts Manager with four staff, a Waste Facilities Manager with six staff and a Support Services Manager with six staff, making twenty-five staff in all.
- 3.7 The Waste Strategy section (five posts) is still being implemented, but will encompass a manager, an assistant manager and separate posts for waste minimisation, for community recycling and recycling strategy and for research and development. The Contracts section (five posts) sets up contracts and monitors performance, including recycling service contracts. The Support Services section (seven posts) provides assistance to the Contracts section by validating contract data, payments and statistics, as well as support to others including I.T., committee support, personnel support, typing and the PA to the Director. The Waste Facility section (seven posts) deals with the design, construction and maintenance of the Household Waste Recycling Centres and the seven closed landfill sites, and is where our Hornsey Street workload would sit at present.
- 3.8 MWDA also procures by service agreements with Constituent Boroughs financial, payroll, legal, estates, accountancy and audit services in addition to the roles of Clerk, Treasurer and Solicitor to the Authority.

## **Western Riverside Waste Authority (WRWA)**

- 3.9 WRWA covers the four Boroughs of Hammersmith & Fulham, Kensington & Chelsea, Lambeth and Wandsworth (who are united by ex-GLC river transfer facilities). It too has recently let a long-term contract, to Cory Environmental Ltd. The structure diagram at Appendix 3 shows it has seven full-time staff comprising a General Manager who is a Chief Officer who has reporting to him a Deputy General Manager and a Principal Administration and Finance Officer. A Reception Manager and a Performance and Recycling Officer both report to the Deputy General Manager. An Executive Officer and an Administration Assistant both report to the Principal Administration and Finance Officer.
- 3.10 This is in addition to the Clerk, Assistant Clerk, Treasurer and Accountant functions that are provided by a single constituent borough. Legal advice is externally procured from private solicitors.

## **Other SJWDAs**

- 3.11 As noted above, the remaining SJWDAs have both confirmed they have full-time chief officers managing the Authority, but for other reasons they are not likely to bear close comparison with NLWA.
- 3.12 The West London Waste Authority covers the six boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond, but it still directly manages its key waste facilities (but also procures local waste transfer and disposal services from a multitude of contractors), rather than the more streamlined approach adopted in most other waste disposal authorities.
- 3.13 The Greater Manchester Waste Disposal Authority has 9 boroughs, but like MWDA also provides civic amenity sites for its area. Its main contract is with its 100%-owned company, the Greater Manchester Waste Disposal Company.
- 3.14 An overview of the current NLWA S&C Team is set out at Appendix 4 of this report.

## **4 FUTURE NEEDS OF NORTH LONDON WASTE AUTHORITY**

- 4.1 It is clear above that the demands already placed upon the NLWA's Strategy & Contracts Team (the S&C Team) is significantly greater than that envisaged when the team was first established for the much more limited role of managing the main waste disposal contract and the civic amenity waste contracts.
- 4.2 Furthermore, the draft North London Joint Waste Strategy (NLJWS) is very likely to place still greater demands upon the S&C Team, as the Authority is required to develop and improve municipal waste facilities and services in North London to comply with the Landfill Directive.

- 4.3 In the meantime, it is also necessary to start planning for the next waste disposal contract(s), as waste disposal facilities have exceptionally long lead times for procurement, planning permission and construction.
- 4.4 These workloads are increasing both in quantity and complexity, and are set out in outline below.

### **The North London Joint Waste Strategy**

- 4.4.1 Within the draft NLJWS, it is the S&C Team which is linking the waste planners of North London to come together to address the fundamental land-use matters of the NLJWS so that a “joined-up” approach to deciding where new waste facilities will be sited can be agreed through the new Local Development Framework regime (3.E).
- 4.4.2 Chapter 4 of the draft NLJWS calls for a whole range of developments most likely to fall to the S&C Team. It is the NLWA which has the best business case at present to support waste minimisation measures, and which could therefore give support to Business Networks (4.A2); bid for external funding for waste minimisation programmes for local manufacturers (4.A3) and the public (4.B1); actively support best practice in waste re-use and the community sector (4.C1) including through bids to external funds (4.C2).
- 4.4.3 The recent bid to the London Recycling Fund for the North London Integrated Compost Project led by the S&C Team is already implementing in part policies to promote home composting (4.D1), community composting (4.E), and Partners working together for new waste facilities (4.J1, 7.B1 and 7.D1) supported by directions (4.J2).
- 4.4.4 It is clearly the S&C Team that is already planning for new recovery capacity for after the end of the current contract with LondonWaste Ltd (4.M2) and other forms of landfill avoidance (6.B and 7.B2). And whilst it is by no means certain if the S&C Team will have any role to play in complying with the End of Life Vehicle Directive for the disposal of abandoned vehicles (5.A1-3), it is most probable that the treatment of hazardous wastes (5.B and 5.J3) and waste electrical and electronic equipment (5.O) will fall to the S&C Team in a similar fashion to fridges and freezers two years ago, and that the new bulky waste recycling facility under construction within the Main Waste Disposal Contract (5.D2) will benefit all.
- 4.4.5 The London bid for the Olympic Games in 2012, with its main facilities in Hackney, and training and accommodation elsewhere along the Lea Valley, may require the S&C Team to work on new waste facilities and services too.

- 4.4.6 In broad terms, the S&C Team must take note of its future increasing role in developing the community recycling sector and assisting the business sector to reduce waste, in lobbying Government for North London's needs and campaigning locally to make residents think more about the rubbish they produce, in procuring many new waste facilities and in seeking external funding for all of these. And with increasing external funding comes the need for additional monitoring and reporting to meet funders' requirements. And finally, co-ordinating the land-use decisions for waste facilities through the new Local Development Framework regime will be possibly the most challenging task falling to the S&C Team in the immediate future.

### **Next Waste Disposal Contract(s)**

- 4.5 It is important that work is commenced soon on the specification of the waste disposal contract(s) that will succeed the current Main Waste Disposal Contract in December 2014, in accordance with the draft NLJWS. This is already becoming urgent:
- 4.5.1 Construction of an equivalent replacement to the Edmonton energy-from-waste plant and any other landfill-diversion facilities may take up to three years.
  - 4.5.2 Securing planning permission for such facilities may take up to three years.
  - 4.5.3 Actual procurement through European procedures may take two-to-three years.
  - 4.5.4 Evaluating fully the relative benefits of procuring through a single integrated contract (which is more likely to attract PFI credits) or through modular contracts (which will be more flexible and able to match changing circumstances and requirements) may take up to one year.
- 4.6 Whilst some of the above tasks can overlap in terms of timing and scheduling, they nevertheless indicate the need to establish the necessary posts and to commence work very soon.

### **Actual Proposals for the North London Waste Authority**

- 4.7 A proposed revised S&C Team staff structure that reflects the above needs and comparisons is attached as Appendix 5. It remains a lean organisation in comparison to the cost of the services it manages, representing less than 1% of the Authority's budgeted expenditure in 2004/05 if all posts were filled, and therefore still represents good value for money. However, recruitment to the various posts will take place progressively, as the need for each actually arises.

- 4.8 The post of Head of Waste Strategy & Contracts is proposed to be re-graded to that equivalent to an Assistant Director in LB Haringey, as it is felt that this is the most appropriate level within the Authority's current arrangements and the reporting of this post to the Technical Adviser (LB Haringey's Director of Environmental Services). It is felt that the Authority's close working relationship with the seven Constituent Boroughs in part is due to the fact that a Borough officer is in fact the Chief Technical Officer. This arrangement is considered to contribute to the effective running of the S&C Team and should remain. The draft job description is attached as Appendix 6.
- 4.9 The proposed new structure starts with the Policy and Development function, where new needs are identified and high-level implementation takes place. It then moves on to the procurement of the new facilities and services that have been identified as necessary. Finally there is the management of the current contracts, and the management of future contracted facilities. These are set out in greater detail below.

#### Policy & Development

- 4.9.1 The first area includes the appraisal of new waste-related legislation and the assessment of strategic and policy implications for the Authority, including broad outline specification of the general types and sizes of new services and facilities required. It sets these within a Best Value framework, including service development and business planning needs. It will also lead on the co-ordination of waste land-use planning in the Authority area, and may become involved in planning for Olympic waste facilities and services.
- 4.9.2 It also includes the development of waste minimisation promotions and services for North London residents and businesses, and the support of community re-use and recycling schemes where these bring added benefits of local ownership and greater engagement.
- 4.9.3 Lobbying central and regional government and local government associations, and bidding for external funding will be lead from this area too, although drawing upon the expertise of other areas at the same time.

#### Procurement

- 4.9.4 Within the procurement area lie the detailed specifications for new facilities and services, the determination and implementation of the best procurement route, the assessment of contractors proposals and the recommendation of which contractor(s) and technology(ies) the Authority should choose. This will include any further facilities that may be procured within the current main waste disposal contract and any other facilities.

- 4.9.5 The quantity of technical work associated with the Hornsey Street facility suggests that each significant new facility should ideally have the full attention of an appropriately qualified and experienced officer. This is why in this area in particular it has been noted that further growth (possibly in the form of fixed term contracts) may be required, depending on the number of new facilities, the speed at which the procurement and planning processes are able to proceed, and the actual nature of the method of procurement chosen (single or multi-facility contracts).
- 4.9.6 It is also genuinely necessary to start work for the contract(s) to follow the current main waste disposal contract. Ensuring that the Authority will have a continuing form of diverting biodegradable municipal waste from landfill (as required by the EU Landfill Directive and the UK Waste & Emissions Trading Act) is of the greatest importance to the Authority, given the Government announcement that it will seek to impose fines or penalties of £200 per tonne for the failure of any WDA to divert such wastes, and the possibility of any EU fines on the UK being passported to the 'offending' WDA(s). Lead-times of ten years for new waste facilities are not uncommon as procurement, planning and construction can each take three years, and further delays can and do happen.

#### Contract Management

- 4.9.7 The Authority's current services and the new facilities under development will all require an active level of management to ensure the established disposal service and new recycling and composting services all run well and to budget. This in itself represents a significant workload, managing the efficient disposal of some 800,000 tonnes p.a. of residual waste and the growing role in transporting recyclable CA wastes for boroughs. It will soon take over the Hornsey Street facility (which includes the 50,000 tonnes p.a. recycling bulking facility), the Edmonton bulky waste recycling facility and the LRF-funded 30,000 tonnes p.a. in-vessel composting facility at Edmonton.
- 4.9.8 It will then progressively take over the day-to-day contract management of further new facilities that have been procured in accordance with the Joint Waste Strategy. As contract facility management is clearly less staff-intensive than contract facility procurement, there will be only a limited scope for procurement personnel to transfer with their facility(ies) into the contract management area.

- 4.9.9 It is also clear that this active management is going to require much more sophisticated data gathering and reporting systems than currently exist. Statutory recycling and composting standards and some constituent boroughs' Local Public Service Agreements are already placing a pressure on the Authority to increase the frequency of reporting tonnage analyses to a monthly basis.
- 4.9.10 Of far greater strategic significance however will be the need to manage the necessary data monitoring and reporting mechanisms to ensure the Authority operates within the local targets set within the Landfill Allowances Trading Scheme. This will allow the Authority to maximise its benefit of any surplus allowances it may have in the early years of the scheme, and to manage the development of new facilities and services, in partnership with constituent boroughs, to ensure compliance with the future challenging targets set that will require significant new landfill-diversion capacity. Members will recall that this was modelled within the draft North London Joint Waste Strategy, and it was shown that even after recycling or composting 45% of our household waste, there will still remain some 700,000 tonnes per year of residual waste that will need to be diverted from landfill.
- 4.10 The proposed changes before Members are conceived to give detail about the role of the Head of Waste Strategy & Contracts, and to give a sufficient view of the other posts for the Authority to be able to decide in principle if it wishes to proceed in this way; the final detail of each post would then be determined within the procedures of the London Borough of Haringey, as it is obliged to provide the Strategy & Contracts Team (*inter alia*) under its agreement with the Authority.
- 4.11 The current staff of the S&C Team have been consulted about this report and it is expected that existing posts will not change to such an extent that existing postholders cannot be assimilated into them; new and vacant posts will be filled through external recruitment procedures.

## **5 RECOMMENDATION**

- 5.1 The Authority is recommended to approve the revised Strategy & Contracts Team staff structure identified within the report and at Appendix 5, including the re-grading of the Head of Waste Strategy & Contracts to Assistant Director level and any re-grading of the four other established posts (one is vacant), following new, detailed job evaluations by LB Haringey to reflect changes in responsibilities.

## **6 COMMENTS OF THE FINANCE OFFICER**

- 6.1 The grades of the new staffing structure have yet to be evaluated. As a consequence, it is only possible to provide Members with a guide of the potential cost implications.
- 6.2 The cost of the new staffing structure is estimated to be in the range of £492,000 at the minimum of the estimated new grades and £551,000 at the maximum of the salary range. As a consequence the additional cost in a full year at the minimum of the grade is estimated to be £258,000 and £317,000 at the maximum.
- 6.3 As indicated in the body of the report it is envisaged that recruitment to the various posts will take place progressively as the need for each arises. Nevertheless assuming that existing post holders are regraded as from 7 July 2004 and some of the new posts are filled during the remainder of the year the additional cost in 2004/05 could be in the region of £75,000.
- 6.4 The enlarged Waste Strategy and Contract Group will need to relocate to new premises as the building currently used by the Group is only capable of accommodating the current staff complement. Provisional information from Haringey shows this could add c. £25,000 to costs in 2004/05 and c. £60,000 in a full year.

## **7 COMMENTS OF THE LEGAL ADVISER**

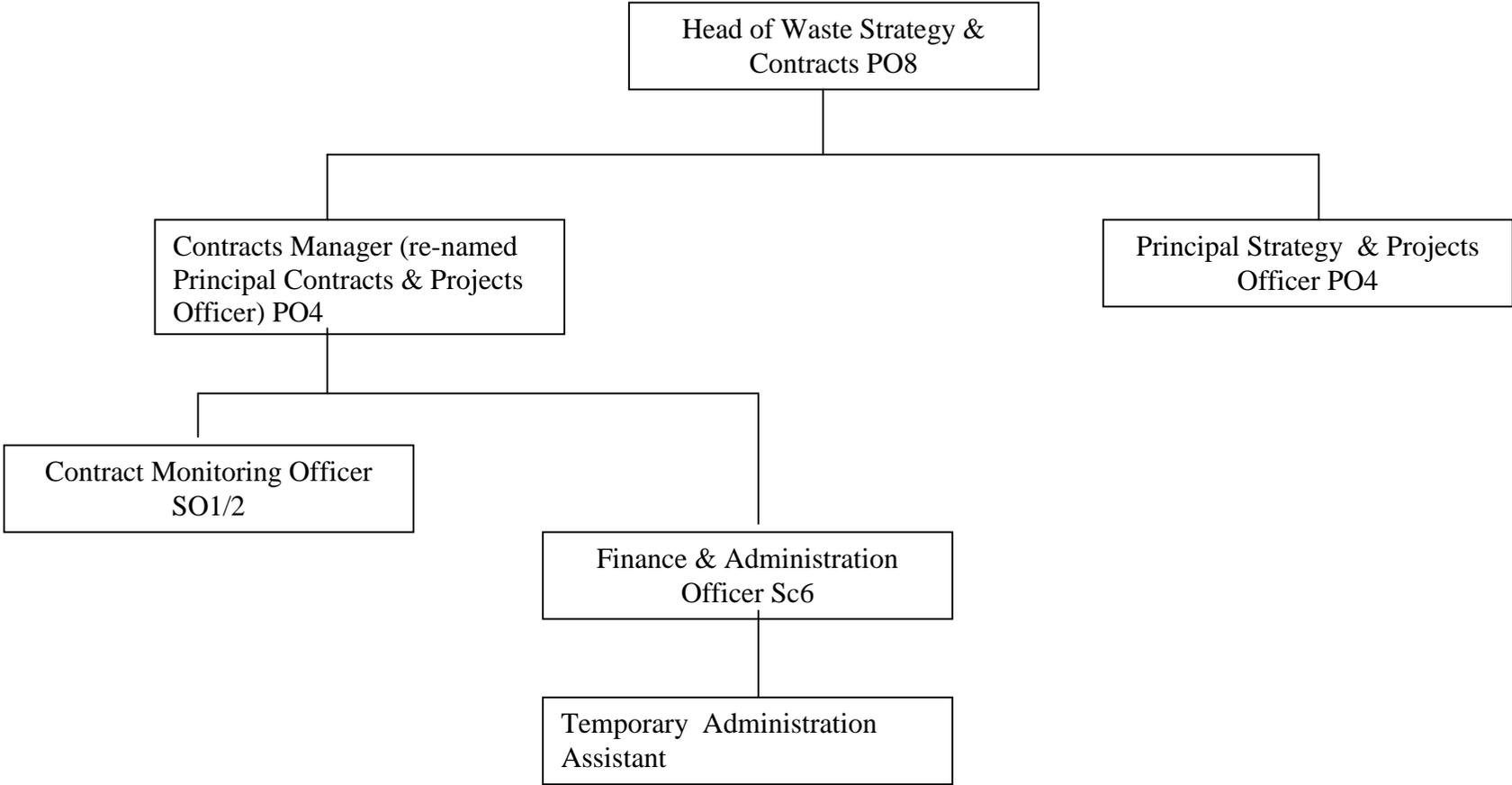
- 7.1 The Legal Adviser's comments have been incorporated into the report.

### **Local Governments Act 1972 – Access to information**

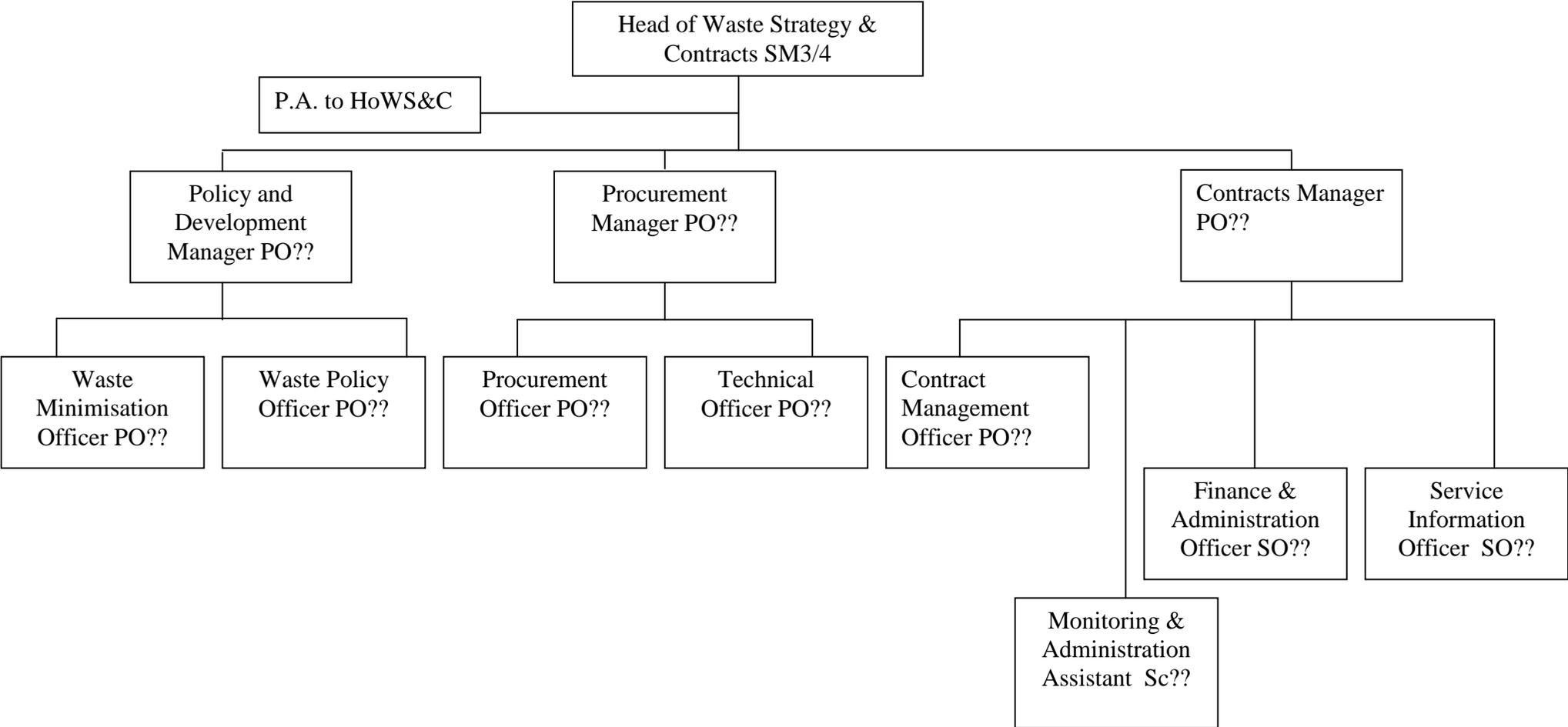
Correspondence from other Joint Waste Disposal Authorities, as indicated.

Contact Officer: Moira Gibb  
Clerk  
North London Waste Authority  
Camden Town Hall  
Judd Street  
London WC1H 9JE  
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Current Structure of NLWA Strategy & Contracts Team



**Proposed Structure of NLWA Strategy & Contracts Team  
July 2004**



**DRAFT**

**HARINGEY COUNCIL**  
June 2004

**JOB DESCRIPTION**

**JOB TITLE:** Head of Waste Strategy & Contract  
NLWA, Environmental Services  
**REPORTING TO:** NLWA Technical Adviser (Director of Environment)  
**RESPONSIBLE FOR:** NLWA Strategy & Contracts Team  
**GRADE:** SM3/4

**KEY PURPOSE:**

To be part of the North London Waste Authority's Management Team recognising that this role incorporates ownership and leadership responsibilities in respect of Authority and service priorities.

To lead the provision of high quality customer-oriented support.

To actively develop, pursue and support the Authority's programme of modernisation and implement continuous performance improvement.

To be the Authority's principal source of technical advice on municipal waste management.

To manage strategically and lead the provision of high quality, cost effective services in accordance with Best Value principles and requirements.

To ensure the provision of services within an equalities framework

**AUTHORITY RESPONSIBILITIES**

1. As Head of the Waste Strategy & Contracts Team, to support and be committed to the development and implementation of Authority strategies and policies as they relate to the organisational agenda generally and specifically in relation to:
  - continuous performance improvement
  - 'one organisation' principles of caring and sharing
  - business and financial planning
2. To provide professional advice to the Authority and Advisers on all matters of policy relating to the provision of municipal waste management services as well as to ensure the timely provision of appropriate advice, information and reports to the Authority, its Committees, Partners Meetings and the Strategy Implementation Board
3. To take responsibility for specific and service projects as allocated from time to time.

4. To promote the role of the Authority locally, regionally and nationally as appropriate.

## **STRATEGY & CONTRACTS TEAM RELATED RESPONSIBILITIES**

1. To lead, support and direct groups within the Team ensuring their:
  - efficient and effective management responsibilities
  - compliance in policy development / implementation
  - qualitative and cost effective service delivery
  - application of Best Value principles
2. To pursue equality of opportunity throughout the work of the Team ensuring the progress of initiatives that mainstream equalities perspectives.
3. To ensure and promote the development of staff through effective training and development programmes and through performance management initiatives.
4. To implement financial strategies to manage the Team's budgets ensuring that resource limits are not exceeded

## **SPECIAL FUNCTIONAL RESPONSIBILITIES**

1. To manage, co-ordinate and improve the quality of the waste disposal service to the constituent boroughs for the benefit of the people of North London with particular sensitivity to the social and economic implications and the resources available to the Authority.
2. To prepare, Implement and review the North London Joint Waste Strategy, in partnership with the constituent boroughs, in compliance with all statutory requirements.
3. To co-ordinate, manage, improve and increase waste recycling and composting facilities and services to the constituent boroughs in accordance with the (draft) North London Joint Waste Strategy for the benefit of the people of North London with particular sensitivity to the social and economic implications and the resources available to the Authority.
4. To provide timely, clear tonnage information to the constituent boroughs.
5. To prepare the annual draft Best Value Performance Plan and to publish the final Best Value Performance Plan for the Authority.
6. To act as the most senior professional adviser to the Authority on all municipal waste management policy and strategy matters, keeping abreast of all waste-related legislative and Government policy changes.
7. To undertake any other temporary duties as required, consistent with the basic objectives and responsibilities of the post.

**Report Ends**