

# Supporting Documents



**June 2005**

## **The Merseyside Waste Partnership**

**MWDA Version 2: June 2005**

# Supporting Documents

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## **Position Statement**

# **Joint Municipal Waste Management Strategy for Merseyside**

**Submitted to Department for  
Environment Food and Rural Affairs  
April 2005**

## Introduction

This document provides a statement to Department for Environment, Food and Rural Affairs (DEFRA) on progress made in preparing Merseyside's Joint Municipal Waste Management Strategy (JMWMS), in compliance with the requirements of the Waste and Emissions Trading (WET) Act 2003 and DEFRA's clarification of October 2004. It sets out:

1. A summary of the active steps taken by Merseyside Waste Disposal Authority (MWDA) and the constituent District Councils on Merseyside to work together on the development of a Joint Municipal Waste Management Strategy
2. A synopsis of progress made
3. A summary of further strategy development planned

## Summary

The Joint Municipal Waste Management Strategy (JMWMS) for Merseyside sets out a vision of how waste management arrangements will be developed and implemented over the short, medium and long-term to meet the challenges of dealing with the waste that we produce in Merseyside. It includes both immediate actions and longer term processes for ensuring we divert waste from landfill, particularly the biodegradable proportion, for which we have been set challenging targets.

### 1. Active steps taken to work together

Merseyside Waste Disposal Authority (MWDA), together with its constituent District Councils, Knowsley, Liverpool, Sefton, St Helens and Wirral, has formed a Partnership - known as the Merseyside Waste Strategy Partnership, to transform the way in which waste is managed in the future. The JMWMS sets out the way forward for the Partnership's joint working on the implementation of new waste management arrangements. The strength of the Partnership lies in some key actions:

- Memorandum of Understanding between MWDA and Districts
- The proposal of a new tonnage based Levy
- The development of a Waste Local Development Document (WLDD)
- Funding of £5M from DEFRA for a joint waste facility development
- The establishment of the Clean Merseyside Centre (CMC) Market Development Programme and succession strategy
- Support for DEFRA New Technologies programme
- United approach to procurement of residual waste contracts

Date	Steps taken
1992	The formation of a Recycling Officers Forum which provides promotion of Best Practice from each District
1999	Development of the Clean Merseyside Centre (CMC) – a market development programme for recycled materials and its development into a potential North West initiative.
August 1999	Development of the Waste Management Advisory Group (WMAG) - this is made up of elected Members and Senior Officers from Districts to promote joint working and an understanding of issues at a local political level.
January 2002	Support to the Community Recycling Forum that promotes the involvement of community initiatives within the Strategy.
March 2002	Establishment of Senior Officers Working Group (SOWG) -This group, consisting of officers from all five District Council's, MWDA and Government Office North West (GONW), are working to develop the JMWMS.
March 2002	Formation of the Merseyside Waste Strategy Partnership – established to help implement the new Strategy and has been successful in securing external funding to support the Strategy's development.
2004	Establishment of the Waste Contracts Procurement Group to oversee the future waste contracts after 2008.
2004	Partnership support assessment by 4P's.
2004	Undergoing District Audit partnership diagnostic to examine ways to strengthen the partnership.
February/March 2005	Joint Public Consultation – a Merseyside-wide consultation exercise to ascertain public opinion on future waste management options, locations and levels of recycling.
April 2005	District involvement in providing key information to MWDA via individual technical modelling exercises.
April 2005	District involvement in providing key information to MWDA via Merseyside-wide technical modelling exercises.
April 2005	Input from District Councils into current waste facility build programmes – via support projects boards, development of collection infrastructure etc.
Broad site search - May 2005.	Joint working to develop a Waste Local Development Document (WLDD) that will identify potential sites for waste management facilities within a Merseyside-wide planning framework.
Memorandum of	Development of an Memorandum of Understanding

Understanding to be ratified by the District Councils June 2005	(MOU) between MWDA and the five District Councils – a voluntary agreement between MWDA and District Councils committing them to closer joint working required to address the challenges of sustainable waste management. This will lead to an Inter Authority Agreement (IAA) a legally binding arrangement that will lead to closer integration of waste collection and disposal.
Proposed for 2006/7 financial year	Introduction of new Levy apportionment system on Merseyside – a new tonnage based Levy for District Councils that seeks to incentivise increased recycling.

## 2. Synopsis of progress made

Merseyside Waste Disposal Authority will consider a final Strategy document in June 2005 with an accompanying public/customer document made available simultaneously. The following table highlights the progress to date:

Area	Action
Analysis of waste hierarchy	Complete analysis of the hierarchy as it applies to the Merseyside region and its current waste growth, collections and disposal.
Waste minimisation	A specific waste minimisation strategy for Merseyside. The strategy will aim to achieve unified waste minimisation, recycling and diversion targets, ensuring full co-ordination with the Merseyside District Councils.
Re-use	A re-use action plan with measures that when implemented will save money, promote efficiency, conserve resources and reduce waste to landfill
Recycling and composting	The following key improvements are agreed in partnership with the Merseyside District Councils: <ul style="list-style-type: none"> <li>• Improve recycling and diversion of biodegradable municipal waste (BMW) from landfill through existing Household Waste Recycling Centre's (HWRCs)</li> <li>• Improve and increase levels of biodegradable recyclables (paper, card, textiles) collected through existing kerbside collection systems</li> <li>• Introduce or expand garden waste collections</li> <li>• Review the feasibility of introducing alternate week collections</li> <li>• Review the feasibility of introducing kerbside kitchen waste collections</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>• Procure residual treatment as soon as</li> </ul>

	<p>possible through existing MWDA facility build programmes and DEFRA New Technologies programme</p> <ul style="list-style-type: none"> <li>• Commission additional residual waste management options modelling in 2005 to complement the contracts procurement and align to overall JMWMS programme.</li> </ul>
Diversion	Waste management facility development to include: In-vessel composting (IVC), New Technologies demonstrator project, new Household Waste Recycling Centres (HWRCs) and Materials Recovery Facilities (MRFs). Also to promote the commercial attractiveness of green waste composting capacity.
Generic scenario modelling for diversion of BMW inc LATS	Completion of extensive modelling programmes for waste collection options across Merseyside including kitchen and green waste collections through funding from the DEFRA Local Authority Support Unit (LASU) programme
Development of Waste Local Development Document (LDD)	Appointment of consultants to initiate a broad site search of potential locations for waste management facilities.
Action Plan	A full programme of actions to support JMWMS development has been identified and agreed.
District consultation on residual waste management options	Additional meeting of Citizen Juries and Merseyside District Councils.
Waste management procurement process	Appointment of Project Board approved and Prior Information Notice (PIN) issued. Technical and financial appraisals undertaken for the next 25-year period to inform the business case for Private Finance Initiative (PFI).
Interim waste facility build programme	<p>Programme includes:</p> <ul style="list-style-type: none"> <li>• Wirral - Bidston Integrated Waste Facility: MRF, IVC, Transfer Station, new HWRC and Education Centre</li> <li>• Liverpool - Gillmoss IVC</li> <li>• Sefton- New HWRC at South Sefton</li> <li>• Liverpool – New HWRC 2005/2006</li> <li>• Liverpool – Proposed new HWRC 2006/2007</li> <li>• Proposed New technologies demonstrator – awaiting confirmation</li> </ul>
CMC – establishment of a potential North West market development programme	Scoping study complete leading to the implementation of a market development and business plan and finalisation of CMC succession strategy.
Generic marketing campaign	Completion of a Merseyside-wide awareness campaign to educate and inform on a number of

	issues including recycling and waste minimisation.
Memorandum of Understanding	Approval by MWDA that will lead to individual District ratification (June 2005).
Discussion with 4P's and North West Centre of Procurement Excellence	To develop Best Practice.
Application to Innovation Forum (Joint working in two-tier authorities)	Application made and awaiting notification.

### 3. Further strategy development

In order to complete the Strategy, MWDA will undertake some additional steps to ensure a robust yet flexible document is produced for use by all partners. The additional steps that will be undertaken before June 2005 will be:

Area	Action
Residual waste modelling	Complete final residual waste option modelling using technical consultants and associated public consultation. The results of which will inform the agreed procurement programme for residual waste management.
Confirmation of Merseyside targets	To confirm with District final targets for waste minimisation, recycling and composting and recovery. Targets suggested are: <ul style="list-style-type: none"> <li>• Reduce growth of waste to: 2% by 2010 0% by 2020</li> <li>• Recycling and composting to be: 22% by 2005 33% by 2010 38% by 2015 44% by 2020</li> <li>• Residual waste recovery targets to be: 15% by 2010 45% by 2015 44% by 2020</li> <li>• Landfill targets to be: 78% by 2005 52% by 2010 17% by 2015 12% by 2020</li> </ul>
Final waste minimisation strategy	To complete and gain Authority approval (June 2005).
Production of full JMWMS	To complete and gain Authority approval (June

document in line with emerging DEFRA guidance	2005).
Production of customer/public summary of JMWMS	To complete and publish. (June 2005).
Marketing and communications plan	To formulate a wide-ranging and detailed plan to help implement and raise awareness of the Strategy with multiple audiences and stakeholders.
Waste composition analysis	To implement a programme across Merseyside from October 2005 to Summer 2006.
Private Finance Initiative application	To submit a PFI application for residual waste treatment contract and facilities. (August 2005).
To address key procurement risks	A report to be submitted to the Authority in April 2005 to seek Members agreement to address key procurement risks e.g position of Local Authority Waste Disposal Company (LAWDC) and due diligence and strategic sites acquisition.
The development of a Merseyside-wide Waste Database (Waste Management Information System)	To facilitate submission of data returns to Government e.g. the Tradable Landfill Permits System under the Waste and Emissions Trading Act.
Best Practice Waste Facility Visits (UK and Europe)	Currently finalising visit programme for Members and Chief Officers.

# **Merseyside Waste Partnership**

## **Memorandum of Understanding**

### **Between**

- **Knowsley Metropolitan Borough Council**
- **Liverpool City Council**
- **Merseyside Waste Disposal Authority**
- **Metropolitan Borough of Wirral**
- **Sefton Metropolitan Borough Council**
- **St Helens Metropolitan Borough Council**

## 1. Introduction

The management of municipal solid waste is one of the most important and challenging environmental issues faced today. The change to more sustainable waste management systems, and its associated environmental, social and economic benefits, is supported by substantial legislation and detailed policies at European, national and regional level. In turn, Merseyside is finalising its approach in response to this challenge.

The Merseyside Strategic Agenda calls for the development of initiatives for practical local authority collaboration in service delivery. All authorities above (referred to as 'the Partners' and 'the Partnership') share responsibility for the effective delivery of sustainable waste management in Merseyside. Specifically, the MWDA's Strategic Aims include establishing sustainable waste management solutions and working in partnership to deliver integrated waste management systems. In recognition of this, there is both a need for taking a wider view of waste issues and for enjoying the benefits of partnership working in this field.

The Merseyside Leaders/Chief Executives established the Senior Officers Working Group (SOWG), in consultation with the MWDA, to co-ordinate joint working on waste issues in Merseyside and develop recommendations for a Municipal Waste Management Strategy for Merseyside (referred to as 'the Strategy'). In addition, the Waste Management Advisory Group (WMAG) has been set up as a Member/Officer group to advise on the strategic direction of waste management in Merseyside, including the development of the Strategy and the role of joint working within it.

To implement the final Strategy, the Merseyside authorities recognise the need for closer partnership working and the need to develop closer integration, in particular between the Waste Disposal Authority (WDA) and Waste Collection Authorities (WCA's). This Memorandum of Understanding (referred to as 'the MOU') provides the next step in the development of closer partnership working.

## 2. Purpose of this Memorandum of Understanding

The purpose of the MOU is to ensure co-ordinated delivery of the final Strategy. In doing so it:

- sets out in simple, non-legalistic terms, the way that the Partners will work together to promote the effective planning and delivery of municipal waste management services in Merseyside.
- recognises that the Partners need to take a wider view of waste management than that of an individual WCA, or of the MWDA on its own.

- establishes guidelines for taking joint working forward towards an Inter-Authority Agreement (IAA). The IAA will provide further details on the responsibilities of all Partners leading to a formally binding relationship and will significantly aid the long-term delivery of the Strategy, whilst recognising the ambitions and aims of individual Partners.
- clarifies and records the responsibilities of the Partners individually and collectively.

### **3. The Memorandum of Understanding**

#### **3.1 Status of Memorandum**

This MOU is not a legal document. However, the MOU (and subsequent IAA) is to be considered as the strategic link between the Partners in the development and delivery of the Strategy. The IAA and Strategy will have legal status.

All signatories will use all reasonable endeavours to comply with the terms and spirit of the MOU. They will not be obliged to undertake participation or expenditure without their agreement as individual Partners, except where they each agree to provide specified funding or resources to be pooled for use as agreed by the Partnership.

The Partnership is not a legal entity. Accordingly, it cannot employ staff or enter into any contract in its own right and would have to act through an agent, normally one of the Partners. The Partnership has no delegated or Executive Powers. The Partnership cannot reach any decisions that are binding on the Partners individually or collectively, except for allocating any pooled resources, as referred to above.

#### **3.2 Duration of Memorandum**

In order to deliver sustainable waste management on the scale required, long-term investment will be necessary. This investment must be matched by a firm commitment to abide by the terms of this agreement, the subsequent IAA and to deliver the Strategy. Therefore, the terms of the MOU will reflect the duration of any contractual arrangement entered into between the MWDA and the service provider to deliver the Strategy. This is anticipated to be for a period of 25 years effective from October 2008.

In order to support the Strategy procurement timescale, and demonstrate commitment to delivering the Strategy, it is anticipated that this MOU will be ratified by all Partners before the end of June 2005 or preferably sooner. Following ratification, the Partners will work towards developing a more detailed IAA to be agreed before the end of December 2005.

#### **3.3 Changes to the Memorandum**

Any proposed amendments to the MOU and subsequent IAA will be raised at the MWDA meetings. Proposed changes will be reviewed and formally recommended by the Senior Officer Working Group and approved by the MWDA and WCA's respectively. Changes to the agreement must enhance the delivery of the goals and objectives of the Strategy without prejudicing any of the Partners.

### **3.4 Guiding Principles for Partnership Working**

#### **3.4.1 Transparency**

All Partners are committed to ensuring that the planning, development and implementation of the Strategy is as transparent as possible to all, including the public.

#### **3.4.2 Consultation**

All Partners recognise the importance of consultation and the need to consult as widely as possible with all stakeholders in Merseyside.

All significant new initiatives, contracts and changes in working practices that impact on the delivery of waste services in Merseyside will be openly discussed between Partners.

#### **3.4.3 Co-operation**

Actions and decisions recommended by Partners should reflect the best interests of all council tax payers and take into consideration the implications for all Partners.

The Partners accept the need to work more closely together to provide more effective, sustainable and financially viable waste services and will explore the development of joint initiatives between partners, and with third parties where appropriate.

The Partners agree to collectively monitor and review the effectiveness of the Strategy adopted by Merseyside, as well as consider the options for the future delivery of services to meet the aims and objectives of the Strategy.

The Partners agree to work together in a spirit of mutual trust, support and respect, and to ensure that when difficulties arise they are addressed quickly, honestly and openly.

The Partners agree to share in a fair and equitable manner the costs and work involved in complying with the spirit of the MOU and in achieving the aims and objectives of the final Strategy.

#### **3.4.4 Information**

The Partners agree to provide and share the information and statistics necessary to monitor and measure the effectiveness of Strategy initiatives. This information should be collected and presented in an agreed format to enable quick and easy interpretation to the Partners and the public.

### **3.4.5 External Funding**

The partners agree to share information about external funding opportunities and where appropriate work together to submit joint bids for funding.

### **3.5 Operational Arrangements for Partnership Working**

These clauses will be developed further by the IAA:

- Relationship to the long-term contract
- The MWDA will be entering into long-term contractual arrangements for sustainable waste management services. Imperative to the success of the contract is the input of the WCA's, in terms of recyclate collection and design of collection services, which do not adversely affect the reception and handling arrangements implemented under the contract.
- This MOU will not form a part of the contract, however, it demonstrates a formal commitment from the MWDA and the district Partners to work in partnership with each other and the appointed contractor(s) to deliver the Strategy.
- Management of the long term contract
- The MWDA shall involve representatives of the district Partners in matters relating to contract management, in circumstances where there may be an impact on the functions and activities of a WCA. The issue of contract management will be a standing item on the agenda for Senior Officer Working Group meetings.
- Charging mechanism
- With agreement by the Partners, a tonnage based charging mechanism will be introduced to act as an incentive to reduce waste arisings.

#### **3.5.4 Development of facilities and collection systems**

The delivery of the Strategy will require significant investment in new facilities including new residual waste treatment plant, composting sites, materials recovery facilities (MRF's) and bulking stations. The level of recycling and composting required by the Strategy is most likely to be achieved via an effective working arrangement between collection and disposal systems.

In order to mitigate any adverse effects on collection and contractual arrangements, the signatories to this MOU agree to:

Joint consideration of all collection, treatment and disposal plans. All reports to Members will include an invitation to the responsible Director (WCA and WDA) to formally comment.

Work together to produce an integrated project plan for consideration and comment by Members of the WCA's and WDA at MWDA meetings, prior to any formal executive decision by either authority, where investments in collection, treatment and disposal are being considered.

### **3.5.5. Siting of facilities and the planning process**

The Strategy will require significant additional waste management facilities within the Merseyside area, in accordance with the proximity principle. The Merseyside Network, through the proposed Waste Local Development Document Steering Group, will manage a two-stage process to identify potential waste management sites within each district Partner area. Initially, a broad site search will be conducted, which will feed into a second and more significant area of work involving the proposed development of a joint Waste Local Development Document (LDD) for the 5 Merseyside Districts. The proposed Steering Group will be made up from representatives from all Partners, the Merseyside Policy Unit and Merseyside Environmental Advisory Service and will work closely with the SOWG and the District Planning Officers Group. Key decisions will be referred to the individual district Partners for agreement.

The development of a planning framework, through an LDD, is critical to the implementation of the Strategy and will require support and buy in at a senior level. This approach will minimise the risk of failure to obtain planning permission for waste facilities in the future. In order to ensure that these facilities are commissioned in accordance with the required timetable for delivery of the targets in the Strategy, all Partners will use all reasonable endeavours to facilitate the establishment, siting and construction of these facilities. The LDD process will also cover commercial, industrial and special waste streams, including construction and demolition waste, and will thus have a wider scope than the municipal waste Strategy.

### **3.5.6 Recyclate collection**

The Partners, by agreement, will specify the form and quality requirements for collected recyclable and compostable materials. The district Partners shall take all reasonable measures to ensure that materials delivered to MWDA facilities comply with the agreed specification.

### **3.5.7 Sale of recyclate**

In order to manage the bulk input of recyclables and resources into the market place, the MWDA will assume responsibility for the disposal of all delivered recyclables and composts. This will give economies of scale for reprocessors

and support the prime objective of the Clean Merseyside Centre (CMC), which is to stimulate growth of the secondary materials economy on Merseyside.

The CMC has a key role to play in stimulating the collection of recyclables, expanding local reprocessing capacity and developing the demand for recycled products. Its current programme and deliverables on business support, job creation and diversion from landfill will benefit the Partners through long term, stable prices and reduced risk, and by retaining value and investment in Merseyside. Its possible future expansion to a regional level would reinforce these benefits.

### **3.5.8 Residual wastes**

The MWDA will be responsible for the reception and treatment of all residual wastes. The partnership will be jointly responsible for the delivery of biodegradable municipal waste (BMW) diversion targets. Reception facilities for residual wastes will be provided by the MWDA and the Partners will be directed as to where to deliver residual waste arisings and in what form.

### **3.5.9 Communication**

It is imperative that all signatories to the MOU communicate effectively. This is particularly so when determining the viability of any new initiatives and working practices that may have an impact on both the council tax payer and the development and implementation of the Strategy.

Communication between the partners will principally be achieved through the Senior Officers Working Group, the Waste Management Advisory Group and the Waste Disposal Authority meetings.

Communication of Strategy issues to the wider public will be developed through the emerging Joint Communications Programme.

### **3.5.10 Project Plans**

The Partnership, through the Senior Officer Working Group, will prepare joint project plans covering collection, treatment and disposal for consideration by respective partner authorities. Targets will have named partner/Officer responsibilities for delivery.

## **Signatories**

## SUPPORTING DOCUMENT C: Current Waste Management Contracts

### C1. Current Waste Collection Arrangements in Merseyside

WCA	Waste Collection Contractor	Contract Type	Contract Expiry	Annual Cost	Delivery Point
Knowsley	Direct Council Services	Residual Collection	No Contract	£1,886,000	Landfill MRF Transfer Station
Liverpool	Onyx	CCT Residual Collection	September 2008	£8 Million	Huyton and Gilmoor
	Abitibi	Dry Waste Kerbside Recycling	September 2008	£1 Million	Kirkby
Sefton	Direct Council Services	Residual Collection /Garden /Bulky /Commercial /Clinical	No contract	£3.84m	Gillmoor WTS Foul Lane WTS St.Helens Landfill
	Private Sector - Abitibi Consolidated Recycling Europe Ltd. Output spec to collect minimum 17,000 tpa but must offer collection service to every home every week	Dry Waste Kerbside and Recycling bank mgt and cleaning	Dec 2008	£1.4m net of commodity value	End Users via Bramley Moor Dock and North End farm - private sector bulking facilities provided under the recycling contract.
St.Helens	Direct Council Services	a. Household refuse b. Garden	N/A (Continually reviewed under Best Value &	a. £2.8M	a. Lord St Helens; Lyme and Wood Pits; Huyton &

		waste kerbside	CPA)	b. £0.5M	Gilmooss. b. Mossborough Hall Farm
	2. Abitibi Consolidated (formerly Cheshire Recycling)	Kerbside multi material	31 March 2007 (option to extend by up to 2 years subject to performance)	Approx. £0.5M	Various
Wirral	Onyx	Refuse Collection	August 2006	£2.8 Million	Bromborough Dock Landfill Site

NB Obtained through consultation with Merseyside District Councils and associated technical modelling.

## C2. Summary of Waste Disposal Arrangements Merseyside

WDA	Waste Disposal Contractor	Contract Type	Contract Expiry	Annual Budget	Delivery Point
<b>Merseyside</b>	Mersey Waste Holdings Ltd.	Contract 1 – Disposal of the Collected Household Waste In Merseyside	30 <sup>th</sup> Sept 2008	Approx. £21.9m (2004/05)	WTS and Landfill
<b>Merseyside</b>	Mersey Waste Holdings Ltd	Contract 2 – Management of 14 HWRC's and the Disposal of the collected household waste	30 <sup>th</sup> Sept 2008	Approx £10.9m (2004/05)	WTS and Landfill
<b>Merseyside</b>	White Rose Environmental	Disposal of collected Clinical Waste	30 <sup>th</sup> Sept 2005 (poss. Extension to 30/09/08)	Approx £158,000 (2004/05)	All Merseyside Districts deliver to Hardshaw Brood Depot /Transfer Facility St.Helens then Incineration outside Merseyside

## **SUPPORTING DOCUMENT D: Waste Local Development Document Delivery Plan**

### **D1. Waste Local Development Document Delivery Plan**

The Waste LDD Delivery Plan is being implemented and will follow the following key actions:

- The Waste LDD is being developed with the support of the Merseyside Planning Officers as a priority and involves the establishment of a project development programme and time and resources plan – On-Going
- A Waste LDD Steering Group has been established and is developing the project plan for approval by stakeholders – On-Going
- Consultants have been appointed to initiate a first stage programme (Broad Site Search) to identify strategic locations in Merseyside for waste management facilities – May 2005
- St. Helens Council are acting as the client for commissioning of consultants for the Waste Local Development Document process
- Individual projects would go through the local planning process and require Environmental Impact Assessments (EIA) as appropriate.
- The Waste Local Development Document and Merseyside Joint Municipal Waste Management Strategy would provide a sub-regional framework for individual projects.
- The Needs Assessments would include commercial and industrial waste as well as municipal.
- The Waste Local Development Document would need to ensure synergies between minerals, waste, transport, re-use and recycling.
- Consideration will need to be given to how differences in approach can be addressed between each of the Merseyside Districts if consensus cannot be reached on the preferred sites and preferred waste treatment options.
- In order to develop the Merseyside Waste Local Development Document the following key actions have been identified:
  1. Waste LDD Steering Group established
  2. Consultants appointed for Broad Site Search programme

3. Complete Broad Based Search (Phase 1)
  4. Complete Detailed Search (Phase 2)
  5. Draft Joint LDD
  6. Further Stages of Joint LDD production in accordance with Draft Planning Policy Statement 12
- Joint Strategic Environmental Assessments (SEA/SA) – implementation linked to the timetable for release of guidance and the new planning system to be published by ODPM.
  - Separate public consultation with each Authority.
  - Joint Consideration of Responses.
  - Joint public examination and inspectors report.
  - Adoption by each local authority of Waste Local Development Document

## SUPPORTING DOCUMENT E: Key Actions 2005

ACTION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
STRATEGY												
<b>Strategic Consultation and Approvals</b>												
<b>MWDA Meetings (Key Decisions)</b>												
<b>Waste Strategy Public Consultation</b>												
<b>Ongoing public consultation, pr and marketing</b>												
<b>Residual Waste Options Consultation (April 2005)</b>												
<b>Best Practice Facility Visits</b>												
<b>Waste Strategy Production Programme</b>												
<b>Strategy Production</b>												
<b>Approval of Strategy</b>												

<b>Production of Public Waste Strategy Document</b>												
<b>Waste Strategy Modelling (Waste Collection)</b>												
<b>Final Modelling to be incorporated into the Strategy</b>												
<b>Additional Modelling – M’side Districts</b>												
<b>District Councils Waste Strategy Modelling ERM</b>												
<b>Incorporation of findings into Strategy</b>												
<b>Residual Waste Management Options Modelling</b>												
<b>Application to DEFRA WIP LASU for funding</b>												
<b>Appoint consultants, commencement of modelling programme and production of</b>												

<b>Final Options Report</b>												
<b>Sustainability Assessment – Waste Strategy Options</b>												
<b>Chief Officer/Members Workshop - Stakeholder consultation</b>												
<b>Apply recommendations to Waste Strategy</b>												
<b>Merseyside Waste Composition Analysis</b>												
<b>Implementation of Waste Analysis (Autumn 2005)</b>												
<b>Completion of Waste Analysis (Autumn 2006)</b>												
<b>Memorandum of Understanding</b>												
<b>Approval of MOU</b>												
<b>Ratification of MOU by Districts</b>												
<b>Finalisation of IAA</b>												
<b>Waste</b>												

<b>Minimisation Programme</b>												
<b>Development of Waste Minimisation Strategy and Action Plan</b>												
<b>PROCUREMENT</b>												
<b>Current Contract Commitments (2005-2008)</b>												
<b>Bidston Integrated Waste Management Facility and Gillmoss IVC to be constructed and become operational</b>												
<b>Refurbishment of existing HWRC sites</b>												
<b>New HWRC to be developed and constructed in Liverpool 2005/06</b>												
<b>New HWRC to be constructed in Liverpool 2006/07</b>												
<b>Waste Contracts Procurement Programme</b>												

<b>Overview</b>												
<b>Legal advice and Procurement Panning (by June 05)</b>												
<b>Development of Reference document (by June 05)</b>												
<b>PFI Application (Sept 05 – March 06)</b>												
<b>Final Business Case Approval (April 08)</b>												
<b>Competitive Procurement (April 08)</b>												
<b>Implementation Phase 1 Mobilisation (Sept 08)</b>												
<b>LOCAL DEVELOPMENT FRAMEWORK</b>												
<b>Broad Search of sites Reporting</b>												
<b>Consultation with SOWG/District Panning Officers on Broad Site Search</b>												

<b>CMC Succession Strategy</b>												
<b>Succession Strategy – Final Options with Business Plan for approval</b>												

## SUPPORTING DOCUMENT E: Key Actions 2006

ACTION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
STRATEGY												
Strategic Consultation and Approvals												
MWDA Meetings (Key Decisions)												
Waste Strategy Public Consultation												
Ongoing public consultation, pr and marketing												
Residual Waste Options Consultation (April 2005)												
Best Practice Facility Visits												
Waste Strategy Production Programme												
Strategy Production Approval of												

<b>Strategy</b>												
<b>Production of Public Waste Strategy Document</b>												
<b>Waste Strategy Modelling (Waste Collection)</b>												
<b>Final Modelling to be incorporated into the Strategy</b>												
<b>Additional Modelling – M’side Districts</b>												
<b>District Councils Waste Strategy Modelling ERM</b>												
<b>Incorporation of findings into Strategy</b>												
<b>Residual Waste Management Options Modelling</b>												
<b>Application to DEFRA WIP LASU for funding</b>												
<b>Appoint consultants, commencement of modelling programme and</b>												

<b>production of Final Options Report</b>												
<b>Sustainability Assessment – Waste Strategy Options</b>												
<b>Chief Officer/Members Workshop - Stakeholder consultation</b>												
<b>Apply recommendations to Waste Strategy</b>												
<b>Merseyside Waste Composition Analysis</b>												
<b>Implementation of Waste Analysis (Autumn 2005)</b>												
<b>Completion of Waste Analysis (Autumn 2006)</b>												
<b>Memorandum of Understanding</b>												
<b>Approval of MOU</b>												
<b>Ratification of MOU by Districts</b>												
<b>Finalisation of IAA</b>												

<b>Waste Minimisation Programme</b>												
<b>Development of Waste Minimisation Strategy and Action Plan</b>												
<b>PROCUREMENT</b>												
<b>Current Contract Commitments (2005-2008)</b>												
<b>Bidston Integrated Waste Management Facility and Gillmoss IVC to be constructed and become operational</b>												
<b>Refurbishment of existing HWRC sites</b>												
<b>New HWRC to be developed and constructed in Liverpool 2005/06</b>												
<b>New HWRC to be constructed in Liverpool 2006/07</b>												
<b>Waste Contracts Procurement</b>												

<b>Programme Overview</b>												
<b>Legal advice and Procurement Panning (by June 05)</b>												
<b>Development of Reference document (by June 05)</b>												
<b>PFI Application (Sept 05 – March 06)</b>												
<b>Final Business Case Approval (April 08)</b>												
<b>Competitive Procurement (April 08)</b>												
<b>Implementation Phase 1 Mobilisation (Sept 08)</b>												
<b>LOCAL DEVELOPMENT FRAMEWORK</b>												
<b>Broad Search of sites Reporting</b>												
<b>Consultation with SOWG/District Panning Officers on Broad Site</b>												

<b>Search</b>												
<b>CMC Succession Strategy</b>												
<b>Succession Strategy – Final Options with Business Plan for approval</b>												

## SUPPORTING DOCUMENT E: Key Actions 2007

ACTION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
STRATEGY												
Strategic Consultation and Approvals												
MWDA Meetings (Key Decisions)												
Waste Strategy Public Consultation												
Ongoing public consultation, pr and marketing												
Residual Waste Options Consultation (April 2005)												
Best Practice Facility Visits												
Waste Strategy Production Programme												
Strategy Production Approval of												

<b>Strategy</b>												
<b>Production of Public Waste Strategy Document</b>												
<b>Waste Strategy Modelling (Waste Collection)</b>												
<b>Final Modelling to be incorporated into the Strategy</b>												
<b>Additional Modelling – M’side Districts</b>												
<b>District Councils Waste Strategy Modelling ERM</b>												
<b>Incorporation of findings into Strategy</b>												
<b>Residual Waste Management Options Modelling</b>												
<b>Application to DEFRA WIP LASU for funding</b>												
<b>Appoint consultants, commencement of modelling programme and</b>												

<b>production of Final Options Report</b>												
<b>Sustainability Assessment – Waste Strategy Options</b>												
<b>Chief Officer/Members Workshop - Stakeholder consultation</b>												
<b>Apply recommendations to Waste Strategy</b>												
<b>Merseyside Waste Composition Analysis</b>												
<b>Implementation of Waste Analysis (Autumn 2005)</b>												
<b>Completion of Waste Analysis (Autumn 2006)</b>												
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<b>Finalisation of IAA</b>												

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<b>Programme Overview</b>												
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<b>LOCAL DEVELOPMENT FRAMEWORK</b>												
<b>Broad Search of sites Reporting</b>												
<b>Consultation with SOWG/District Panning Officers on Broad Site</b>												

<b>Search</b>												
<b>CMC Succession Strategy</b>												
<b>Succession Strategy – Final Options with Business Plan for approval</b>												

## SUPPORTING DOCUMENT E: Key Actions 2008

ACTION	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
STRATEGY												
Strategic Consultation and Approvals												
MWDA Meetings (Key Decisions)												
Waste Strategy Public Consultation												
Ongoing public consultation, pr and marketing												
Residual Waste Options Consultation (April 2005)												
Best Practice Facility Visits												
Waste Strategy Production Programme												
Strategy Production												
Approval of Strategy												

<b>Production of Public Waste Strategy Document</b>												
<b>Waste Strategy Modelling (Waste Collection)</b>												
<b>Final Modelling to be incorporated into the Strategy</b>												
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<b>Residual Waste Management Options Modelling</b>												
<b>Application to DEFRA WIP LASU for funding</b>												
<b>Appoint consultants, commencement of modelling programme and production of</b>												

<b>Final Options Report</b>												
<b>Sustainability Assessment – Waste Strategy Options</b>												
<b>Chief Officer/Members Workshop - Stakeholder consultation</b>												
<b>Apply recommendations to Waste Strategy</b>												
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<b>Implementation of Waste Analysis (Autumn 2005)</b>												
<b>Completion of Waste Analysis (Autumn 2006)</b>												
<b>Memorandum of Understanding</b>												
<b>Approval of MOU</b>												
<b>Ratification of MOU by Districts</b>												
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<b>Waste</b>												

<b>Minimisation Programme</b>												
<b>Development of Waste Minimisation Strategy and Action Plan</b>												
<b>PROCUREMENT</b>												
<b>Current Contract Commitments (2005-2008)</b>												
<b>Bidston Integrated Waste Management Facility and Gillmoss IVC to be constructed and become operational</b>												
<b>Refurbishment of existing HWRC sites</b>												
<b>New HWRC to be developed and constructed in Liverpool 2005/06</b>												
<b>New HWRC to be constructed in Liverpool 2006/07</b>												
<b>Waste Contracts Procurement Programme</b>												

<b>Overview</b>													
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<b>Competitive Procurement (April 08)</b>													
<b>Implementation Phase 1 Mobilisation (Sept 08)</b>													
<b>LOCAL DEVELOPMENT FRAMEWORK</b>													
<b>Broad Search of sites Reporting</b>													
<b>Consultation with SOWG/District Panning Officers on Broad Site Search</b>													

<b>CMC Succession Strategy</b>												
<b>Succession Strategy – Final Options with Business Plan for approval</b>												