



MERSEYSIDE RECYCLING & WASTE AUTHORITY



ANNUAL REPORT 2015/16

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INTRODUCTION

Hello and welcome to the 2015/16 Merseyside Recycle and Waste Authority Annual Report.

This report takes a look at everything we set out to achieve in our Service Delivery Plan for 2015/16, and shows how we measured up against our objectives. The report is split into three sections to reflect the Authority Corporate Aims - Deliverability, Sustainability and Accountability. I hope you will agree that the contents of this report demonstrate how we are working to do our best for the people of Merseyside and the environment, how we aim to be innovative yet sensible with our resources, and responsible in what we do.

Once again it's been a busy year in the resource and waste management world. The days of chucking everything into the one dustbin, to be taken away and put into a hole in the ground are long gone, and rightly so. Now the name of the game is recycling and re-use, recovering energy from rubbish, not to mention trying to prevent waste being generated in the first place. In fact, when I first joined the Authority, it was *The 3 R's* – Reduce, Re-use, Recycle, and yet only recently someone was telling me about *The 7 R's*! So we now have Refuse, Reinforce, Repair and Redesign to add to the mix. You could even add Recover in there. While it may be a bit more of a mouthful, I agree wholeheartedly with these additions, and I'm confident that more and more of the general public will as well.

Although these might sound like new trends, in reality they're things we're already doing, things that are happening in Merseyside, or at the very least things we are trying to implement or influence. If you take a look through this report, you can see how the resource industry is changing and evolving, but with new challenges and new problems come new ideas and solutions. Over 40% of Merseyside's household waste is now recycled, and that's great, but it's still not enough. We need to work together with our partners – other local authorities, educational establishments, community groups, the private sector, charities, the UK government itself – because we can't do it alone, and throughout this report you'll see projects which have been achieved only through a combined effort.

The world has changed so much over the last 20, even 10, years and just like everyone else we've had to change too; adapt, modernise and look to the future, whilst learning from what did and didn't work in the past. We've got a talented team at the Authority, along with enthusiastic Members, forward-thinking partners and, of course, a passionate Merseyside public. I'm confident that by working together we can all make Merseyside a place where nothing is wasted.

Councillor Graham Morgan – Chairperson



THE DIFFERENCE WE'VE MADE

We Are Stardust. This is the name of the series of videos we made earlier this year, designed to show off our work and that of our Community Fund partners. The name comes from the idea that we are all star dust, that we're all made of the same thing. And this idea that everything is connected is at the heart of what we do and have always done, trying to position waste as a resource, keeping these materials in a loop so they can be used again.

Gathering the statistics for this report one interesting feature is the combined recycling performance for Merseyside, which includes our activities and those of the five Merseyside councils, held relatively steady with just a slight fall from 42% to 41.2%. This needs to be looked at in the context of national trends and a changing environment. Lifestyles are changing rapidly – for example, less newspapers being sold, a reduction in glass food and drink containers (think coffee pouches) and ever more efficient ways to produce packaging using fewer resources. These materials, which have long been staples of kerbside recycling, are changing. It's up to us to not just keep up with such changes but also to anticipate them.

Our Household Waste Recycling Centres (HWRCs) are bringing in more material than ever before, but we're keeping pace and diverting almost 75% from landfill. It's a testament to the work done by my staff and our contractor Veolia. The Centres are how we provide a direct service to the public and it's great to see these community assets so well used. I'm particularly pleased with our latest addition at Old Swan - one of the greenest and most sustainable HWRCs in the country.

On a much larger scale, we are investing in an Energy from Waste Facility. The construction phase is drawing to completion and will see almost all of Merseyside's black bin bag waste used as fuel to create energy, finally ending the region's overreliance on landfill. It's a very exciting time for us and we can't wait for the facility to be up to full speed.

We've placed a lot of focus on waste prevention and re-use over the last couple of years. From our Love Food Hate Waste campaigning, working with local charities in clothes and textiles reclamation, to supporting projects developed by community groups. There have been some real successes and hopefully we'll see plenty more.

I hope you enjoy reading this report and find that we're doing our best with what we've got. Like everyone else we're trying to do more with less whilst anticipating and coping with constant changes in society and technology. But it's a challenge we're happy to meet head on and one we're well prepared for.

Carl Beer - Chief Executive



PLANNING FOR IMPROVEMENT

Our long term goals are influenced by a variety of factors including local pressures and national and international policy. Our planning process allows us to act relatively quickly to make short-term gains or take advantage of new opportunities. However, much of our work requires long term planning. The procurement of our major contracts has taken many years, for example, and we've had to take a long term approach to implementing changes that will have a significant and positive effect on waste management on Merseyside and Halton.

In terms of planning, we have two principal documents which capture our corporate aims and objectives. At the highest level, we have a Corporate Plan which sets out our long term aims whilst developing a Service Delivery Plan each year to set out how we intend to make the changes required to achieve those aims.

This Annual Report describes our progress in relation to both of these plans.

Corporate Plan

Our Corporate Plan establishes three corporate aims to reflect the main areas of activity as follows:

Deliverability: How we will meet our statutory duties by procuring and managing our waste contracts and other operational activities.

Sustainability: How we intend to promote and deliver sustainable waste management through the Waste Hierarchy in Merseyside.

Accountability: What standards we set ourselves to ensure we act appropriately, take decisions properly and remain accountable to the people we serve.



Strategies and Targets

Strategies are the key tools we use to make sure we know where we're going and how to get there. One of the most important strategies we have developed in partnership with all five Merseyside Councils, is the *Joint Recycling and Waste Management Strategy (JRWMS)*.



This important document aims to provide direction and a range of options for all the key partners to deliver sustainable waste and resource management on Merseyside, to meet potential new challenges and deal with future issues in a fast changing and resource hungry world. More importantly it has been produced with your views and opinions on how we can more effectively use waste as a valuable resource, reduce the waste we produce, or stop it being produced in the first place.

Key Aims, Objectives and Targets for the Strategy include:

Reducing the climate change/carbon impacts of waste management: Demonstrate continuous improvement in the reduction of carbon emissions from the Local Authority Collected Municipal Waste management service on Merseyside and review our strategy every five years.

Maximise waste prevention: Reduce the total amount of waste arisings produced per household on Merseyside by 8% by 2030 (from 1,300kgs to 1,180kgs).

Maximise landfill diversion/ recovery of residual waste: Reduce the amount of Local Authority Collected Municipal Waste landfilled to 10% by 2020 and 2% by 2030.

Promote behavioural/cultural change that delivers the Strategy objectives: The Partnership will work to raise awareness of waste and resource management issues, to lead by example and encourage residents to get involved and make it easier to take part in waste prevention and re-use activities.

Achieve high recycling rates: Recycle 50% of household waste by 2020.

The Strategy also deals with the important role that we need to play to address broader environmental challenges such as sustainable waste management and resource efficiency, climate change and reducing carbon emissions whilst providing value for money services in the current financial climate.

The full JRWMS is available here - <http://www.merseysidewda.gov.uk/waste-strategy/waste-strategy/resources-merseyside-2011-2041/>

Service Planning

Each year we produce a Service Delivery Plan which sets out how we will make the best use of our resources to improve performance and meet corporate objectives and targets.

The Service Delivery Plan for 2015/16 is available on the Authority's website at www.merseysidewda.gov.uk. Our priorities for that year included:

- Mobilising the Resource Recovery Contract
- Continuously improving our performance through existing waste contracts
- Developing and improving our waste facilities
- Reducing waste and promoting recycling and re-use through initiatives such as the Waste Prevention Programme and the Community Fund
- Managing our resources efficiently, effectively and appropriately

This Annual Report describes how we performed against the objectives and targets we set ourselves in the year.

ACHIEVEMENTS AGAINST OUR SERVICE DELIVERY PLAN 2015/16:

CORPORATE AIM 1 - DELIVERABILITY

We will ensure that the waste delivered to us is managed sustainably.

To do this, we will:

- Procure and manage our waste contracts to maximise the benefits to the Authority and the community it serves.
- Develop, maintain and operate our new and existing waste management facilities in a safe, efficient and sustainable manner.
- Continuously improve services to meet the needs of the local community and other stakeholders.

1.1 Resource Recovery Contract (Construction Phase and Internal Mobilisation)

Objectives 2015/16: Construction Phase

- 1.1.1 Energy from Waste Wilton: Complete procurement and manufacture of process plant & equipment by February 2016. Continue with construction works and mechanical installations in accordance with agreed programme.
- 1.1.2 Knowsley Rail Transfer Loading Station (RTLS): Complete construction works by February 2016 and commence commissioning and testing of the plant and equipment in accordance with the agreed plan.

Achievements

A £1bn contract with SUEZ, and the creation of a new company called Merseyside Energy Recovery Limited (MERL), will see almost all of Merseyside and Halton's residual (non-recycled 'black bag') household waste diverted from landfill. Waste will be delivered to Kirkby Rail Transfer Loading Station in Knowsley where it will be loaded into containers and transported by train to the Wilton Energy from Waste Facility in Redcar, near Middlesbrough.

The construction of our Energy from Waste Facility with Combined Heat and Power (*pictured overleaf*) along with our Rail Transfer Loading Station progressed to plan during 2015/16. The 'hot commissioning', that is the acceptance of waste into the facilities to test

the plant, equipment and processes, began in June 2016 and due to a small number of issues, the planned facility operation date was set back and at the time of writing, the Authority is working with its contractor to ensure the issues are resolved as swiftly as possible.



Objectives 2015/16: Internal Mobilisation

To achieve readiness of the Resource Recovery Contract facilities for commissioning, and complete the Authority's internal mobilisation plan. Specific outcomes will include:

- 1.1.3 Complete arrangements to ensure adequate commissioning waste is provided to Suez.
- 1.1.4 Establish and maintain the community liaison group for the Knowsley Rail Transfer Loading Station.
- 1.1.5 Establish and maintain the community fund for the Knowsley RTLS.
- 1.1.6 Establish and test the management information system for the contract.
- 1.1.7 Ensure the RRC operational arrangements integrate with District Councils and the Authority's Waste Management and Recycling and Landfill contracts.

Achievements

Eighty percent of the waste delivered under the Resource Recovery Contract will be from our Waste Management Recycling Contract operated by Veolia. Residual waste normally

sent to landfill will be delivered to the Rail Transfer Loading Station (RTLS) and early engagement with Veolia and the Merseyside and Halton Councils was key to ensuring a smooth transition during the commissioning phase and will continue through to full operation. When the Resource Recovery Contract is fully operational over 400,000 tonnes of waste will pass through the RTLS.

Terms of reference were agreed in respect of the Community Liaison Group and the Community Fund for the Knowsley RTLS.

A management information system to monitor performance has been successfully implemented and will provide timely and accurate information for financial and statistical purposes.

1.2 Waste Management and Recycling Contract – District Council Waste

Objectives 2015/16:

- 1.2.1 To meet or exceed the diversion rate targets for commingled and organic wastes in the WMRC for 2015/16.
- 1.2.2 To manage deliveries of waste to the numerous interim treatment facilities and landfill sites in accordance with contractual requirements and to minimise costs.
- 1.2.3 To commence deliveries to the new Resource Recovery Contract to allow commissioning of the Rail Transfer Loading Station in Kirkby.

Achievements

During the seventh year of the Waste Management and Recycling Contract, a total of 648,288 tonnes of Household Waste was recorded for Merseyside. Of this tonnage 598,544 tonnes of waste was delivered to the Authority's facilities which includes two Materials Recovery Facility's (MRFs), four Transfer Stations to accept waste collected by the Merseyside and Halton Councils and 16 HWRCs.

For 2015/16, we have received 86,800 tonnes of co-mingled recyclate from various Merseyside Councils and Halton Council. The material is processed at our two Materials Recovery Facilities (MRFs) at Bidston and Gillmoss (*pictured overleaf*). 93% of the materials were recycled and we diverted 99% of organic waste exceeding the contractual targets for both materials of 90% and 95% respectively. In addition to this, in 2015/16 we maximised the number of deliveries we made to our Interim contracts and diverted 99.5% of the expected tonnage to the facilities they provided.

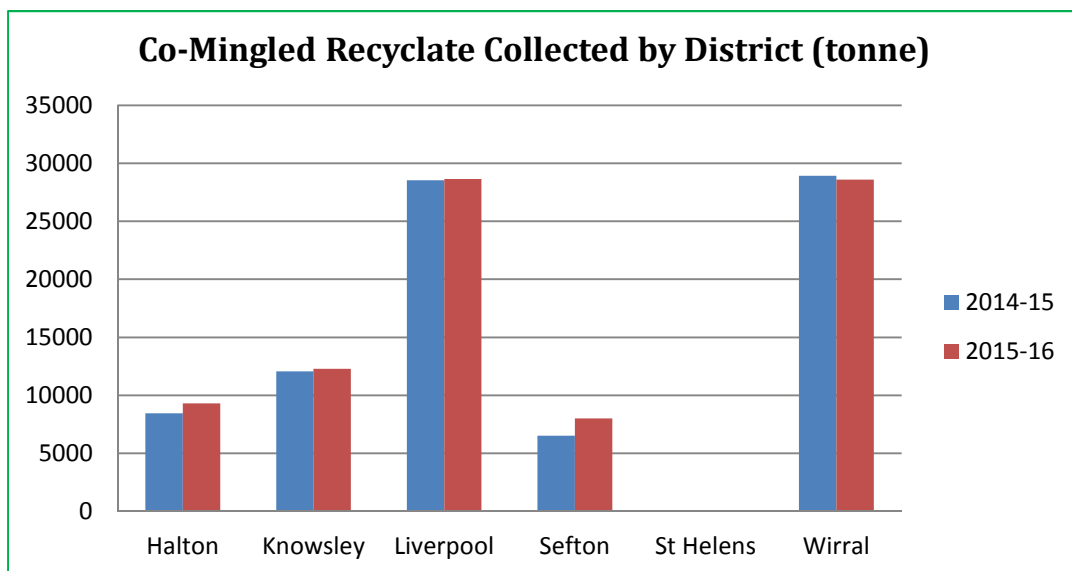
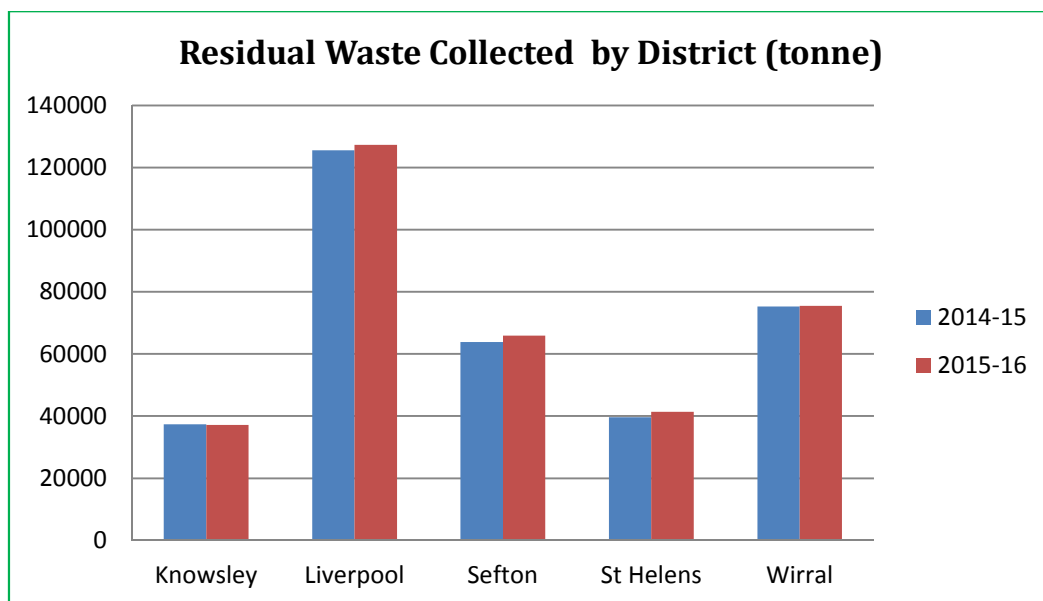
Compared to 2014/15 there has been a slight increase (1.11%) in contaminated materials coming to the MRFs. This however does come with the caveat that we also accepted 2800 more tonnes of materials overall in the same period (this will partly be down to the introduction of Sefton Council's new kerbside co-mingled collection scheme). Along with Veolia we are always working with our District Council partners to make sure residents know what to put in and keep out of their recycling bins, and we have our two Recycling Discovery Centres where householders can see what happens to recyclable material once it's been collected.

	Actual 2014/5 (%)	Target 2015/16 (%)	Actual 2015/16 (%)
Diverting Kerbside Collected Recyclable Materials delivered to the Authority from landfill	94.11	90	93
Diverting Organic Waste (Garden & Kitchen) delivered to the Authority from landfill	99.82	95	99

It is also worth noting that deliveries of waste to the Rail Transfer Loading Station commenced in June 2016 in line with the agreed RRC programme.

The graphs overleaf show the amount of residual waste and co-mingled recyclate received from the Merseyside councils through the WMRC. It should be noted that St Helens do not use our MRFs for their recyclate, and therefore their collections are not included in the second graph. Similarly, Sefton were also managing their recyclate separately and the sharp increase in co-mingled in 2015/16 reflects a gradual move to co-mingled collections through the WMRC.





1.3 Waste Management and Recycling Contract - Household Waste Recycling Centres (HWRCs)

Objectives 2015/16:

- 1.3.1 To manage the HWRC Service and meet or exceed the WMRC's contractual performance standards and targets to minimise the total cost of MRWA's waste management and recycling services.
- 1.3.2 To work with Veolia to promote the Trade Waste Recycling Service provided at the Bidston and Huyton HWRCs.
- 1.3.3 To review the opening times at HWRCs to determine how savings can be achieved while considering any risks to maintaining high recycling levels and customer satisfaction across the HWRC Service. Implementation of any changes will be subject to Authority approval.
- 1.3.4 Following the completion of the Old Swan HWRC development, to manage the opening of the new HWRC including a communications programme to promote the facility and working with Veolia to complete all necessary actions to allow the HWRC to open as planned.

Achievements

We provide 16 Household Waste Recycling Centres (HWRCs) across Merseyside and Halton which are operated by our contractor Veolia under the Waste Management and Recycling Contract.

In 2015/16 we received 172,200 tonnes of waste at the sites, which is an increase of 10,155 tonnes (6.3%) compared to last year. 67.15% of HWRC material was recycled and 74.26% diverted from landfill (including rubble). This is compared to contractual standards of 52.91% and 60% respectively. Our new HWRC in Old Swan, Liverpool, achieved a recycling performance of 72.08% having received 910 tonnes in its first three months.

	Actual 2014/5 (%)	Target 2015/16 (%)	Actual 2015/16 (%)
Recycling and composting HWRC waste	68.27	52.91	67.15
Diverting HWRC waste from landfill	75.07	60	74.26

Sefton Meadows Recycling Centre (*pictured below*) was Merseyside's best performing HWRC with 79.86% of the material delivered through its doors diverted from landfill. It was also the best performing facility in terms of the amount of material recycled over the year at 73.18%.



1.4 Re-Use Shops (WMRC)

Objectives 2015/16:

- 1.4.1 To open a Re-Use Shop in South Sefton Household Waste Recycling Centre for a 12 month trial period and to evaluate its success.
- 1.4.2 To develop a Re-Use Shop at Old Swan Household Waste Recycling Centre subject to planning consent and the success of the trial at South Sefton.

Achievements

The Community Reuse Shop at South Sefton Recycling Centre (*pictured below*) opened to the public in June 2015 as a trial project partnering up with Veolia and YMCA. The shop was the first of its kind in the whole of Merseyside and accepted used and 'pre-loved' items from householders which had been dropped off at the Recycling Centre. They included electrical items, furniture, children's toys and tools/bric-a-brac. The trial ended in May 2016 and arrangements for running the project have since changed, with Emmaus taking over the shop.

The South Sefton trial diverted approximately 20 tonnes of materials had been reused which reduced waste disposal cost, ensuring waste is re-used whilst generating an income from the sale of the items which ensures the shops sustainability. It has been received very



positively by customers and MRWA in partnership with Veolia have sourced a new partner in Emmaus to continue the success, having reopened in August 2016.

Planning consent was also granted for the inclusion of a purpose built Reuse Shop at the Old Swan HWRC. The designated area is available and the necessary statutory services are connected ready for use. The Old Swan shop will open in the near future, with more information on these initiatives to be included in next year's Annual Report.

1.5 Landfill Contracts

Objectives 2015/16:

- 1.5.1 To manage the Authority's landfill requirements to ensure sufficient capacity up to the mobilisation of the Resource Recovery Contract.
- 1.5.2 To carefully manage waste to landfill, whilst maximising deliveries to interim disposal facilities, in order to satisfy complex contractual requirements and to minimise waste disposal costs including Landfill Tax throughout the year

Achievements

While construction on the Resource Recovery Contract continued in 2015/16, we still relied on our Landfill Contracts to dispose of the majority of our residual waste. In 2015/16, 192,700 tonnes of waste was delivered to FCC at their Arpley Meadows landfill site in Warrington. In addition to Arpley, The Gowy landfill was also used where we delivered 67,500 tonnes. This compares to 309,700 tonnes in 2014/15, which is a drop of 49,500t and 16%. This reduction of waste has been achieved by using interim contracts (see 1.6 below) to divert waste from landfill.

The landfill contract with FCC will no longer be required when the Resource Recovery Contract becomes fully operational, and the Arpley site is due to close in January 2017.

1.6 Interim Contracts

Objectives 2015/16:

- 1.6.1 Ensure that the agreed tonnages are delivered to the GMWDA and FCC contracts to achieve budget savings.
- 1.6.2 Complete the market testing project.

Achievements

We extended the number of our interim contracts for 2015/16 which helped us cut the amount of waste going to landfill. The agreements with GMWDA, FCC and Veolia saw approximately 137,000 tonnes of material diverted from landfill in 2015/16. This brings the total of waste handled by interim contracts to 360,000 tonnes, with savings of over £3million over the three years compared to landfill costs. The interim contracts were in place up until the commissioning stage of our Resource Recovery Contracts began accepting waste.

Savings for the sending material through to the Interim Contracts was £1M for 2015-16.

One of our contractors, FCC, experienced operational issues during the contract period which resulted in 725 tonnes requiring landfill. This reduced our potential savings by £7k, however, overall our Interim Contracts saved us just over £3M over the term of the contracts from 2012-2016.



1.7 Old Swan Household Waste Recycling Centre

Objectives 2015/16:

- 1.7.1 To deliver a new Household Waste Recycling Centre, open to the public by December 2015.
- 1.7.2 To achieve a minimum CEEQUAL award of 'Very Good', aspiring to 'Excellent' for the facility.
- 1.7.3 To deliver the new Household Waste Recycling Centre on time and to budget.

Achievements

Construction of the Old Swan Household Waste Recycling Centre (HWRC) began in July 2015 and was opened to the public in December 2015. It is a state of the art facility which allows members of the public to bring all sorts of household items from paper, cardboard and bottles, to larger items such as white goods, televisions and furniture, plus lots more beside.

We worked with our contractor Cheetham Hill Construction to achieve a top rating for the build as part of CEEQUAL, which is a sustainability assessment, rating and awards scheme for civil engineering. We were awarded an 'Excellent' rating of 86.5% as part of the



CEEQUAL assessment, making it one of the greenest and most sustainable in the country.

The CEEQUAL assessment takes into account a number of factors when judging the new centre and these include: Ecology and Biodiversity, People and Community, Land use and Landscape, and Energy and Carbon.

Perry Shard, from CEEQUAL said: “There are features of this project which are usually only seen on much larger projects - there has been 100% use of all demolition materials within the new construction, installation of rainwater harvesting and the ability of at least 95% of the site and its infrastructure to be dismantled and recycled or reused at the end of Centre’s operational life.”

The site has also been shortlisted for a CEEQUAL Outstanding Award for which we currently await the result in November 2016.

The Recycling Centre (*pictured below*) can handle up to 15,000 tonnes of recyclable material each year and provides a range of recycling containers under a canopy to shield visitors from bad weather. The site also started accepting trade waste in early 2016 for which we receive a share of the revenue.



1.8 Closed Landfill Site Aftercare

Objectives 2015/16:

- 1.8.1 To undertake scheduled maintenance activities for plant and equipment at the Authority's closed landfill sites.
- 1.8.2 To undertake scheduled environmental monitoring activities at the Authority's closed landfill sites in compliance with set guidelines.
- 1.8.3 To successfully pass the external audit of the Environmental Management System; maintaining accreditation.
- 1.8.4 To undertake a review of the leachate treatment and drainage systems at Bidston Moss Community Woodland and Foul Lane closed landfill site to determine if financial savings can be made against trade effluent discharge costs.

Achievements

We have responsibility for the aftercare of seven closed landfill sites previously used for the disposal of municipal waste generated within Merseyside. We do this by carrying out regular environmental monitoring of landfill emissions (gas and leachate) to ensure that the sites don't pollute the surrounding environment, and undertaking regular maintenance of the pollution control plant and machinery on these sites.

In 2015/16, we completed 100% of our scheduled maintenance and monitoring activities, and our Environmental Management System underwent two successful audits which means we have retained our ISO:14001 accreditation.

The auditor provided the following comment in his closing report: "The fact that no new minor Non Conformances have been raised is testament to the detail, the robustness and the high level to which the system continues to be supported and managed".



We are constantly reviewing our pollution control systems to provide the most efficient levels of protection and making savings where possible and appropriate. With this in mind, systems were switched off at Bidston Moss (*pictured below*) and monitoring of the site confirmed there were no adverse effects on the environment. At Foul Lane closed landfill site, we adjusted the levels at which we began to discharge trade effluent and monitored the environment carefully for a period of time, and again we found no detriment to the environment. By leaving both systems to operate in this way we were able to make savings in respect of reduced Trade Effluent Discharge payments to United Utilities.

Turning off our systems during the flood periods in an attempt to save money on large volumes of discharge, demonstrated that there remains a need for our leachate systems to be active on site.

Other achievements included handing back the restored landfill site at Billinge Hill Quarry to the John Eddleston Trust, following satisfactory completion of the soft landscaping aftercare programme. The site has become a flourishing wildlife area with species such as sky larks and hares being spotted which are not found in the surrounding farm land. Wild orchids have also been found growing on the site for the second year running.

An independent review of our Closed Landfill Sites Health and Safety policies, practices and emergency preparedness by St Helens Health and Safety advisor resulted in no suggested improvements. In 2015/16 we had no accidents on any of the sites.



CORPORATE AIM 2 - SUSTAINABILITY

We aim to reduce the amount of waste produced on Merseyside, increase the proportion of waste reused and recycled and promote the sustainable management of waste through the Waste Hierarchy.

To do this, we will:

- Develop and implement waste strategies to maximise the value of otherwise wasted resources in terms of economic, environmental and social benefits.
- Work together with partners and other stakeholders to provide services that support the local economy, benefit the community and improve the environment.

2.1 Strategy Review

Objectives 2015/16:

Commence the review of the Joint Recycling and Waste Management Strategy in 2015 by:

- 2.1.1 Preparation of the scope and timetable for the Strategy Review.
- 2.1.2 Authority approval to the key phases of the review programme.
- 2.1.3 Award of a waste composition tender for completion by March 2016.

Achievements

There is a statutory requirement for the Authority to produce a Joint Recycling and Waste Management Strategy. RESOURCES Merseyside was approved by the Authority and all Merseyside District Councils in 2012 with a commitment to a five year review. The scope of the review included completing a two seasonal waste composition analyses.

This review was placed on hold pending the completion of the Strategic Review of waste collection and disposal being led by the Leader of the Combined Authority and Leaders of all City Region Councils during 2016.

In preparation for the start of the review we appointed Amec Foster Wheeler to undertake the Waste Composition Analysis of the kerbside collections of recycling, residual and organic waste from representative sampling in all six districts within the City Region and residual waste at six of the Authority's Household Waste Recycling Centres. Sampling and analysis was undertaken in October 2015 and February/March 2016 with the final report published in 2016/2017.

The interim report findings identified food waste as being the largest proportion of waste in residual bins and a high percentage of non- target materials (e.g. incorrect type of plastics and food waste) being put in the dry recycling bins.

The Authority will use the key findings to help target future messages to residents to help them continue to prevent, reduce, re use, recycle and divert waste from landfill. Further information about the Analysis can be found here:

<http://www.merseysidewda.gov.uk/waste-strategy/waste-analysis/>

The current JRWMS established specific targets, and of particular note is the household recycling target of 50% recycling by 2020. In 2015/16, the overall household recycling performance on Merseyside dipped slightly from 42% in the previous year to 41.2%. The specific performance of each partner using the latest available figures from WasteDataFlow (NI192) is as follows:

	2013/14	2014/15	2015/16
	Recycled (%)	Recycled (%)	Recycled (%)
Merseyside	39.7	42.0	41.2
Liverpool	26.7	29.6	29.2
Wirral	37.4	36.0	36.4
Sefton	37.6	41.1	39.5
St Helens	36.8	40.6	39.0
Knowsley	33.1	36.7	35.9

It is also worth noting that despite the drop in recycling performance, the amount of waste from Merseyside sent to landfill has seen a significant reduction from 46.1% in 2014/15 to 40.7% in 2015/16. This has been achieved in the main through our interim contracts to divert waste from landfill. This compares with the strategy target of 10% by 2020 which should be achieved through the mobilization of the Resource Recovery Contract.

2.2 Re-Use Strategy

Objective 2015/16:

2.2.1 To approve the Re-Use Strategy and deliver projects with partners by March 2016.

Achievements

A Re-use Strategy was approved by the Authority in September 2015 which identified opportunities to keep resources in the local economy for longer, maximising economic and

social value and reducing waste arisings. This strategy looks to make the most of opportunities for individuals, communities and businesses to re-use, repair or upcycle goods they buy rather than throw away valuable - and sometimes scarce - resources. Unwanted goods can be swapped, or donated to be re-used through business exchanges, entrepreneurs, social enterprises, community organisations and charities.

The Strategy's key recommendations are:

- Establish Re-use shops at Household Waste Recycling Centres;
- Develop re-use, repair and upcycling activities and support skills/training and volunteering opportunities in the Third Sector and in the community to influence behavioural change;
- Support the development of a business resource efficiency programme;
- Develop an on-line Re-use Resource Exchange;
- Review recycling credit scheme and explore awarding discretionary re-use credit payments;
- Increase communications through social media and the development of a Re-use for Merseyside and Halton website;
- Engage with Registered Social Landlords and residents and encourage re-use of household goods;
- Increase textile re-use by growing capacity in order to develop and resource projects;
- Investigate how to increase re-use of Trade Waste at HWRCs.

The medium to long-term objective of the new Strategy is to develop a co-ordinated network for community development in re-use, repair and up-cycling skills across a number of current waste streams. This should help develop transferable skills, support volunteering and moving people into jobs within the Circular Economy.



Lights, camera, action... (2.2.1)

As part of our Waste Prevention Programme we commissioned a film project focused on community champions in re-use and waste prevention wrapped around an overall story about the journey of waste in the circular economy. The brief was for positive upbeat stories from around the region. As a result, local production company Brightmoon Media produced four 30-minute programmes which have been repeatedly shown on the local station Bay TV Liverpool, as well as other networks in Belfast, Brighton and Cambridge. They're also available on our www.youtube.com/merseysidewda page. As well as the main films, this also includes shorter versions which focus solely on the various projects we're involved in, such as Community Fund projects, food waste, school uniform re-use and up-cycling and our facilities run by Veolia: Household Waste Recycling Centre, the Gillmoss Materials Recovery Facility and the Recycling Discovery Centre. The We Are Stardust films were shortlisted as finalists for a national recycling award.



2.3 European Funding Projects

Objective 2015/16:

- 2.3.1 To input into the development of the Climate Metropole project by March 2016.
- 2.3.2 To develop the scope for the Prewastec project as a regional partner and support the grant application to the European Union in early 2016.

Achievements

The Authority provided information to support the Liverpool City Region's (LCR) involvement in the Climate Metropole project which shared expertise on climate adaptation strategies between LCR, Berlin, Barcelona and Lyon. Liverpool hosted a workshop in June 2016 and the project will conclude in 2016/17 with recommendations on climate adaptation governance in metropolitan areas.

Last year we participated in a consortium bid for EU Horizon 2020 funding through the "Prewastec" project to support the development of local reuse hub networks across the city region to develop skills, make better use of resources and divert more material away from landfill. Although the bid reached the second round it was ultimately unsuccessful but there was positive feedback for the case study being proposed by the Liverpool City Region partners.

We are continuing to seek appropriate funding opportunities to develop this work and other aspects of the circular economy in the region. For example, we provided another potential project, 'Waste2Ore', with a letter of support. The project was another EU Horizon 2020 funding bid and would have focused on improving metals recovery from incinerator bottom ash using novel biotechnology. Project partners from the wide-reaching, European-funded *Wastecosmart* project, including C-Tech Innovation based in Cheshire and the Energy from Waste specialist AEB Amsterdam, were involved but unfortunately the bid was unsuccessful illustrating the strong competition for EU funding.



2.4 Waste Prevention Programme

Objectives 2015/16:

- 2.4.1 To complete a waste prevention work programme by March 2016 that enables residents to reduce waste through changes in their behaviour.
- 2.4.2 Review the Authority's waste prevention database in 2015 and identify future needs/benefits.

Achievements

We aim to deliver a strategic programme of waste prevention activities with key partners and local communities each year. The programme supports awareness raising and promotes simple changes in behaviour by residents which will save them money. Projects also deliver skills development and other economic and social benefits alongside waste and carbon reductions. Waste prevention activities have diverted 2,039 tonnes from landfill, avoided 901 tonnes of carbon from being emitted and saved £168,765 in disposal costs.

Priority themes for 2015/16 were food waste, textiles, furniture and composting. Key partners for engagement have been universities, social enterprises and charities with students remaining a priority audience to engage and change behaviours. We continue to support the reductions in junk mail through promotion of the Royal Mail Preference Service and helping residents to compost by promoting and monitoring the sale of home composters through the National Composting Framework

We have continued to support organisations including WRAP, Merseyside Textile Forum and Children's Food Trust to directly engage with our residents on food waste and textile projects. We will seek opportunities to commission initiatives by suitable third parties including the creation of a re-use/repairs and up-cycling skills programme through community hubs in 2016.

In November 2015, the waste prevention database was reviewed and a decision was taken not to develop it further until the future of the Waste Prevention Programme was determined.

2.5 10 Cities Campaign

Objectives 2015/16:

To contribute to the 10 Cities Campaign working with WRAP and Tesco to deliver:

- 2.5.1 An online diagnostic food waste tool for use by householders.
- 2.5.2 A Food Champions Network including use of a private social media group.
- 2.5.3 An additional 11 cookery clubs by December 2015 to complement the Mersey Waste Muncher community fund programme.
- 2.5.4 A second LFHW campaign funding an additional 189 banners on district Refuse Collection Vehicles.
- 2.5.5 Develop engagement with local Tesco store community champions on LFHW and wider recycling initiatives.
- 2.5.6 Support additional LFHW events to be funded by WRAP including The Big Freeze.

Achievements

We took the lead for the Merseyside and Halton Waste Partnership to support WRAP's funded 10 City Challenge for Love Food Hate Waste (LFHW). This was launched in Liverpool in August 2014 where over 1500 people were engaged and made pledges to avoid food waste.

The Challenge saw a whole host of activities and initiatives take place to help the Liverpool City Region tackle the issue of food waste, including:

- half a dozen cookery demonstration roadshows
- cookery skills classes by the Children's Food Trust – trained 100 people
- an online tool to help people identify where they might be wasting food
- key messages on the sides of bin wagons throughout Merseyside

Together with WRAP we also worked with Tesco to promote opportunities through their network of local stores.

In October 2015 we worked with WRAP and Banana Kick to bring a behavioural change event to Liverpool City Centre. A giant ice cube was inflated in the main shopping street with members of the public invited to step inside and learn about frozen food.



2.6 Waste Development Fund

Objectives 2015/16:

- 2.6.1 To receive letters of assurance from each District Council, in line with the Memorandum of Understanding, confirming how they have used their portion of the Waste Development Fund to further the shared objectives of the Joint Waste Strategy, or how they plan to in the future.
- 2.6.2 To prepare a report to the Authority in September 2015 to confirm how the funds have been used by Councils in the last financial year as required under the Memorandum of Understanding.

Achievements

A Waste Development Fund of £28.9million was distributed between the Merseyside District Councils to be used by the Councils to implement new waste management projects and achieve the aims of the Joint Recycling and Waste Management Strategy. The distribution of the monies was as follows:

District Council	Amount £
Knowsley	3,209,864
Liverpool	9,288,542
Sefton	5,937,299
St Helens	3,800,719
Wirral	6,701,613
Total	28,938,036

Under terms set out in a Memorandum of Understanding each of the Merseyside District Councils provides a letter of assurance to the Authority each year and supports this with a performance report setting out their progress against their action plans. Each of the constituent District Councils has provided a report on how their share of the monies have been spent or how they plan to spend the resources in future on initiatives to support the shared objectives of the joint waste strategy.

2.7 Joint Efficiency Savings

Objective for 2015/16:

2.7.1 To produce a proposal paper for Leaders based on the feasibility of joint service provision and to identify the cost/benefit impact of joint working options.

Achievements

A series of meetings were held with District Council colleagues to look at the economic business case for efficiency savings through shared services. The outcomes were conveyed to partners and incorporated into the wider Strategic Review being undertaken in 2016/17.

2.8 Joint Performance Savings and Improvements

Objectives 2015/16:

- 2.8.1 To work with Liverpool City Council to complete the trial of a new collection system for commingled recyclable materials in high density housing and to review and disseminate information on its outcome.

Achievements

A pilot scheme in partnership with Liverpool Council saw 1500 terraced houses in Liverpool's County ward receive new blue recycling bags and black storage bins, and heralded some encouraging results.

The bags are used to store recyclable items, and the black bins (which are to be kept in backyards) used to help store domestic rubbish that can't be recycled.

The project was launched in November 2015 and witnessed a 20% increase in the amount of material sent for recycling. There was also an 11% increase in the quality of materials presented for recycling following an awareness campaign in the area.

(Pictured are Councillors Gerard Woodhouse and Roy Gladden with Liverpool crew members and the recycling bags and storage bins)



2.9 Community Fund

Objectives 2015-16:

- 2.9.1 To ensure all projects funded in 2014/15 are completed and a final outcome report produced.
- 2.9.2 To seek Member approval to a list of applicants who will be invited to submit final project plans by May 2015.
- 2.9.3 Develop proposals for a further annual scheme by February 2016 for Member approval.

Achievements

We award Community Fund grants with Veolia to community organisations who deliver projects that reduce, reuse and recycle household waste and add social and economic value in the City Region. A fund of £110,000 was launched in February 2015 and grants were awarded in May 2015 to ten projects.

The ten approved projects saw everything from repaired bicycles, upcycled furniture, re-used textiles and electrical repair - and much more - help upskill the community and provide the tools to save money, prevent waste and reuse resources.



Our Fund partners delivered a wide range of activities which utilised waste resources, nurtured the growth of a circular economy knowledge and skills base in the city region, and helped raise awareness of waste as a resource. All ten 2015/16 projects were successfully delivered and together achieved the following:

- 680 tonnes diverted from landfill
- 763 tonnes reduction in CO2e emissions
- 71 full time equivalent jobs created or safeguarded
- £68,000 financial savings in landfill costs

- 24,256 individuals directly engaged in the projects
- 279,530 further people reached through engagement with families, community groups, schools, businesses and wider social media
- 253 volunteers participated in the projects contributing 61,126 voluntary hours.

These projects will continue to deliver benefits beyond 2016 through their ongoing impact on behavioural change and the continuation of activities beyond Community Fund support.

Approval was given to go ahead with a further 10 schemes in 2016/17. They vary from play centres, upcycling bicycles and furniture to farm and cooking projects. Projects have now received their funding and are underway.

2.10 Partnership Support

Objectives 2015/16:

- 2.10.1 Identify opportunities for further support to districts for apprenticeships in waste and recycling during 2015-16.
- 2.10.2 Report outcome of pilot apprenticeship support scheme by February 2016.
- 2.10.3 To advise senior officers and districts on relevant policy matters and provide appropriate consultation responses during the year.
- 2.10.4 To manage the partnership website and keep it up to date with practical waste prevention, re-use and recycling information to stakeholders during the year.

Achievements:

Apprenticeships

The pilot apprenticeship support scheme was a success and we helped place 16 apprentices in waste management positions in St Helens, Sefton and Wirral.

Outputs achieved from the pilots included:

- 13 apprentices were in full time positions after the completion of the one year programme
- 100,000 brown bins for plastic and cardboard recycling delivered across Sefton which helped to increase the recycling rate
- Targeting Sefton households with two or more residual bins to re-assess eligibility;

- Updating Sefton's assisted collections database for disabled customers and contacting residents regarding the service
- Removal and recycling of marine debris on Sefton beaches particularly of plastics
- 310 school visits by apprentices on Wirral and general reduction of waste in schools through the Big Bin Challenge, food waste audits and introducing food composters
- 29 Wirral and Sefton apprentices' days engaging with public at events including MRWA's waste prevention events programme across the region
- 500 recycling containers per week delivered to residents in St Helens including food caddies, black boxes and recycling bags and
- Increased numbers of missed bins emptied in St Helens

MRWA's support in 2015/16 helped support the continuation of the programme in Knowsley, Liverpool, St Helens and Sefton. Ten apprentices were recruited by June 2016 for 12 months.

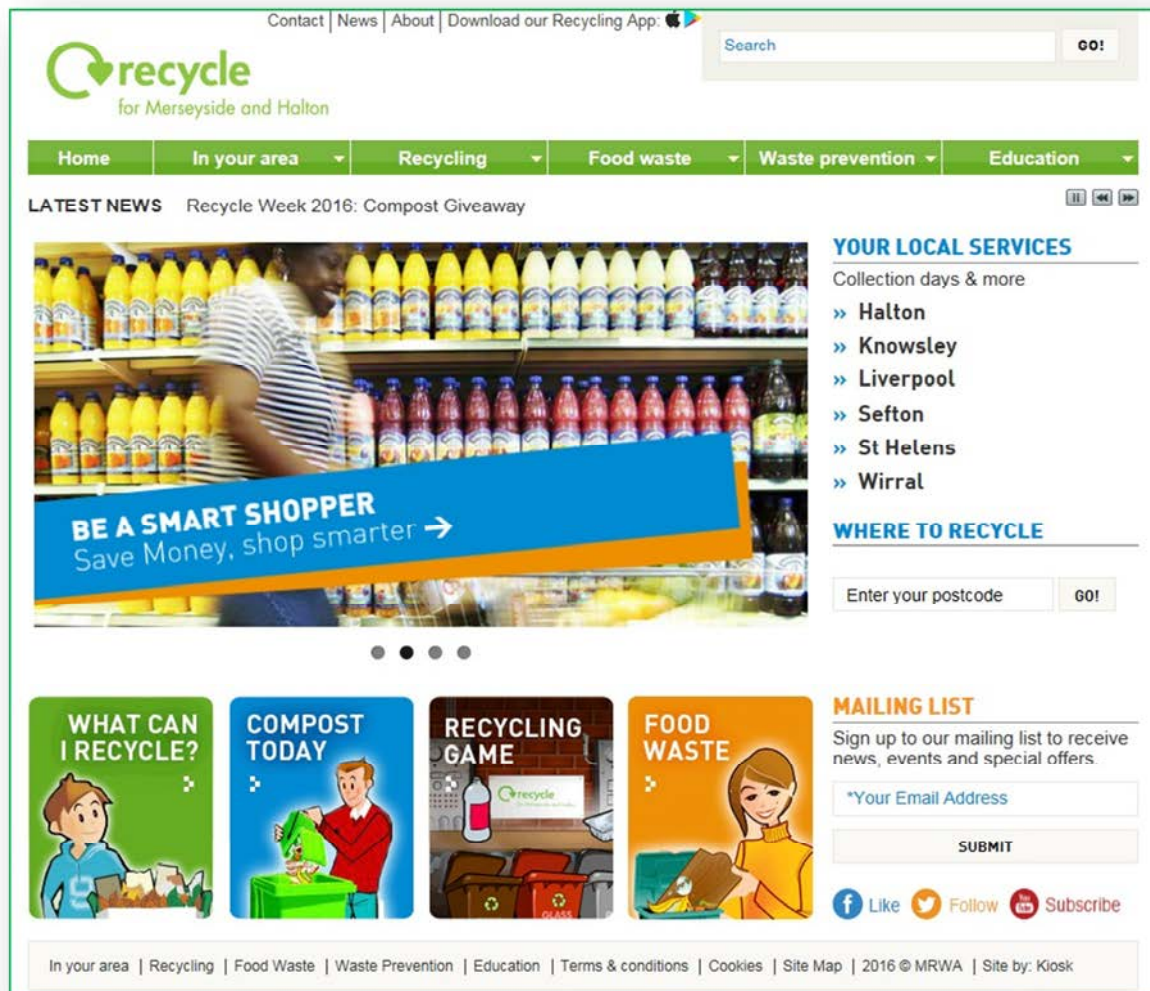
Policy Service

We provided a policy advice service to support the Waste Partnership in complying with national/European legislation and regulation and recently this has addressed waste policy implications of leaving the European Union (EU). In 2015/16 we also responded on behalf of the Authority and districts partners to three consultations on relevant waste management matters issued by central Government, the European Union, City Region and other organisations, and in 2015/16 this included preparing a partnership response onto the EU Circular Economy Package. The Package proposes measures to encourage a greater focus on waste prevention and reuse, whilst also raising recycling targets above 50% after 2020. The final proposals may influence UK policy despite EU exit. We provided a policy advice service to support the Waste Partnership in complying with national/European legislation and regulation. We responded on behalf of the Authority and districts partners to consultations on relevant waste management matters issued by central Government, the European Union, City Region and other organisations, and in 2015/16 this included preparing a partnership response to the EU Circular Economy.

Partnership website

The Authority manages the www.recycleformerseysideandhalton.com website on behalf of the Waste Partnership. This is used as a hub for up to date information and advice to residents to help them take actions to reduce waste and increase re-use and recycling. In 2015/16 we provided regular updates to keep the site relevant and up to date. For example, residents are informed as to what can be put in their District recycling bins and what can be

recycled at HWRCs and provided with tips on re-use and smart shopping tips to save money. Love Food Hate Waste focus themes were also regularly added. 106,300 Sessions took place on the site and we also used social media to deliver 268 messages.



CORPORATE AIM 3 - ACCOUNTABILITY

We will conduct the Authority's business effectively and efficiently and we will fulfil our obligations to the highest standards.

To do this, we will:

- Manage our business and finances with openness and transparency.
- Establish challenging targets for efficiencies and improvements and set out plans for delivery.
- Develop our staff and Members to ensure the Authority has clear direction and the skill sets to deliver our aims and objectives.

3.1 Levy and Budget Strategy

Objectives 2015/16:

- 3.1.1 To deliver a workshop with Members on the Authority's levy and budget strategy early in 2015/16 to enable officers to develop forward budget options.
- 3.1.2 To develop an options paper setting out alternative levy options.

Achievements

The Revenue Budget for 2015/16 was set at £65.591M, and was the sixth successive year of maintaining a zero increase despite rising costs, particularly in relation to increases in Landfill Tax. Other budget pressures include contractual inflation and other costs relating to the improved performance of the Waste Management and Recycling Contract, and the addition of a new Household Waste Recycling Centre in 2015/16.

These increases were managed through effective use of balances and cost saving initiatives such as the Interim Contracts which reduce the cost of residual waste disposal when compared to landfill. The Authority has also reduced its staffing by 15% and made other efficiency savings.

Despite this the Authority's costs continued to increase in line with waste arisings (the waste collected by the Merseyside councils and also waste delivered to Household Waste Recycling Centres). Costs were affected in particular by the amount of residual waste delivered which, when landfilled, was subject to landfill tax of £82.60 per tonne. The Resource Recovery Contract will remove our reliance on landfill but at present the budget pressures identified increased the Authority's Revenue Budget demand in 2016/17. The budget is funded by way of a levy imposed on the five Merseyside Councils and we will need to work with our Members and the constituent councils to limit the impact of those anticipated increases.

Revised 2015/16 Outturn

Our projected level of spending for 2015/16 was £2.014million lower than originally approved. This was achieved through continued use of interim contracts to divert waste from landfill, and which hadn't been anticipated in last year's budget. In addition there was a significant difference between the amount of recycling credits budgeted for and those expected to be claimed by Councils in the year. Finally, delays in commencing operations at the Old Swan Recycling Centre have meant there were one-off operational savings which is seen as a windfall in 2015/16.

As part of our continuing drive for efficiency, the way the organisation utilises its resources will continue to be reviewed during the next budget cycle.

Budget setting and Levy Mechanism

On Friday 5th February 2016, our Members approved the Revised Budget for 2015/16 and the Revenue Budget for 2016/17, which included a range of savings proposals and cost cutting measures. The Budget ensures that we can maintain a sound financial position and continue to provide an effective disposal service.

3.2 Financial Management

Objectives 2015/16:

- 3.2.1 Closedown of the accounts, preparation of the statement and the extensive supporting working papers, detailed liaison with external audit and publication of the statement of accounts on time with few audit adjustments.
- 3.2.2 Preparation of the budget and levy to support the Authority's activities and priorities, maintaining financial security while mitigating the impact of the Levy on Councils wherever possible.
- 3.2.3 Assessment of preparations for the Resource Recovery Contract and payment mechanism, stress testing interfaces with other contracts, preparing reporting structures and detailed reconciliations dependent upon the outcome of scenario planning.

Achievements

The Finance section at the Authority provides a range of services both statutory and support across the activities of the Authority.

- Publication of the Annual Statement of Accounts is a statutory duty that requires significant input from the Finance team and from staff across the Authority. A large part of this work involves detailed liaison with external audit.
- Preparation of the Annual Revenue and Capital Budgets is co-ordinated and finalised by the finance team but also requires significant input from budget holders and the Executive Management Team, particularly in consideration of Levy policy and the financial security of the Authority.
- Budget monitoring and the development of better management accounts information is led by finance but involves and is for budget holders.
- Preparation of Government and Statistical returns continues throughout the year for Finance, summarising actual and estimated data about the Authority.
- Internal Audit services and financial support services Service Level Agreement with St Helens Council are managed via the finance function.
- Ad-hoc support for service development and in particular the operation of the new RRC contract payment mechanism will continue to be important.

3.3 Performance Management

Objectives 2015/16:

- 3.3.1 Approval of the Service Delivery Plan.
- 3.3.2 Development and production of a revised quarterly and annual performance reporting regime to support Members in making informed decisions on the direction of the Authority.

Achievements

Our Performance Management Framework (PMF) sets out how the Authority's long-term corporate aims are translated into day to day operations. It gives Members and officers a clear understanding of how the work we do and the decisions we take contribute to the overall goals of the Authority.

There has been significant changes to our Performance Management Framework over the last two years, including the development of a Service Delivery Plan and internal monitoring and reporting arrangements to ensure we achieve what we set out at the beginning of the year.

In 2015/16, our internal auditor reviewed the new arrangements and concluded that there was 'Significant Assurance,' that these are working effectively. The auditor made two recommendations to improve the application of the Framework and these are being addressed in 2016/17.

3.4 Corporate Services

Objectives 2015/16:

- 3.4.1 Review the Comment and Complaints Procedure to ensure improvement in response time by June 2015.
- 3.4.2 Establish a new programme of time and attendance key indicators by Sept 2015 which support a greater efficiency of time management throughout the Authority.

Achievements – Comments and Complaints

The Corporate Services Team is responsible for the administration of the Authority's Comments and Complaints system, and the system was reviewed in 2015/16. Improvements in the year included:

- A range of improvements to the layout of the system to enable staff to access and record information easily
- Improvement in the system's automatic prompts and reminders to the contractor or responsible officer
- Changes to improve the response times from contractors or responsible officers
- Improvement in the quality and content of responses sent to customers
- Amendments to the system and administration to ensure the monitoring and reporting of comments/complaints is accurate and accessible

This year we have recorded a 13.7% improvement in our response times compared to last year.

Date	Number of complaints comments and compliments	Resolved within 28 days
2015-2016	101	95 (94.06%)
2014-15	168	135 (80.36%)

The comments and complaints related to a number of areas as follows:

Comments and Complaints received in 2015-16	
Total: 101 (of which 31 are compliments)	
SUBJECT AREA TOTALS	NUMBER RECEIVED
Staff (Positive Comments)	27
Staff (Negative Comments)	19
Permit access	13
Access to containers	1
Damage to vehicle	3
Asbestos delivery	2
Road traffic/wagons/speed	3
Traffic management/queuing/layout	26
Paint disposal	1
Bicycle tyres	1
Incidents on site/Health and Safety	5

Achievements – Time and Attendance Key Indicators

A new clocking system with improved reporting capability has allowed us to introduce a new programme of time and attendance indicators which include: daily exceptions within core hours, missed clockings and sickness absence rates; this has enabled our managers to support a greater efficiency of time management within their teams. We also report to our Executive Management Team on a quarterly basis with regards to these indicators and this has resulted in improved time management across the Authority, a reduction in the number of daily exceptions and a consistent application of the Authority's Sickness Absence Policy in all instances of sickness absence.

In terms of sickness absence, the current rate for 2015/16 is 3.80% compared to 3.39% for 2014/15. Although this shows a slight increase in the overall rate of sickness, when long term sickness is excluded, the rate for 2015/16 drops to 1.83% compared to 2.44% for 2014/15. This indicator is used to monitor short term absenteeism because we are a relatively small employer and the effect of one employee on long term sickness absence can have a significant impact on the overall sickness statistics.

3.5 Communications

Objectives 2015/16:

- 3.5.1 Establish a baseline to evaluate the current effectiveness of internal communications by April 2015.
- 3.5.2 Evaluate the impact of the redesigned and rebranded internal communications delivery 'In the Know' by April 2016.
- 3.5.3 To develop an External Communication Improvement Plan by April 2016.

Achievements

The Communications Team aim to provide a single, consistent voice for all of our services to employees and service users by ensuring messages have maximum impact and are communicated in the most effective way. A review carried out in 2014/15 pinpointed a number of improvements to help deliver all our communications, including establishing a Communications and Marketing Team headed up by the Chief Executive, plus the Corporate Services Manager and the two existing Communications Officers.

A Marketing and Communications Strategy has been developed to support the Authority's Corporate Aims. Also, a Social Media Policy has been developed to ensure the appropriate use of social media by staff (*MRWA Twitter profile page pictured*).



In relation to internal communications, a rebranding exercise was undertaken which led to the 'In the Know' campaign using the staff intranet, a new physical noticeboard in the office, and the Microsoft programme One Note.

3.6 Corporate Governance

Objectives 2015/16:

- 3.6.1 Maintain good standards of governance across all aspects of the Authority including decision-making and financial management.
- 3.6.2 Strengthen and improve the Authority's systems of internal control and governance arrangements through the delivery of the Corporate Governance Action Plan 2015/16 and any agreed recommendations by the Authority's auditors.
- 3.6.3 Prepare the Annual Governance Statement to be approved no later than 30th June 2015.

Achievements

We continued to maintain and improve our governance arrangements in 2015/16 which is overseen by the Authority's Primary Assurance Group which is comprised of senior and statutory officers. An annual assessment of was undertaken in February 2016 and no significant governance issues were raised.

In the year, our external and internal auditors reviewed our financial arrangements and systems of internal control. The external auditor provided an unqualified opinion on the Statement of Accounts for 2014/15. The internal auditor undertook two reviews and provided a 'High Assurance,' opinion of our arrangements for managing our waste contracts, and a 'Significant Assurance,' in relation to the Authority's Performance Management Framework.

Work was undertaken through the year to strengthen governance arrangements and the actions identified in the Corporate Governance Action Plan for 2015/16 were either completed, or where actions were ongoing, have been carried forward to 2016/17.

3.7 Governance of Mersey Waste Holdings Limited

Objectives 2015/16:

- 3.7.1 Return of surplus funds to the Authority as agreed.
- 3.7.2 Delivery of landfill contract tonnages for the Authority.
- 3.7.3 Approval by the Authority of the framework for the development fund, and individual schemes within the framework where they are significant.

Achievements

Mersey Waste Holdings Limited is wholly owned by the Authority and we continue to use the company to access beneficial landfill contract rates by means of a Pass-Through Agreement. In 2015/16, the company met the Authority's landfill requirements and returned surplus funds to the Authority which amounted to £4M. The company also earmarked a Waste Development Fund which would allow them to develop their business and ensure the company remained an asset to its Shareholder (the Authority). A framework for the fund was expected to be developed in 2015/16 for approval by the Authority, however, this was delayed in light of the review of waste collection and disposal planned in 2016/17 which is being led by the Chief Executives and Leaders of the City Region.

3.8 Organisational Development

Objectives 2015/16:

- 3.8.1 Undertake a Skill Gap Analysis to identify potential areas where skills and knowledge transfer is needed, due to current establishment review, no later Oct 2016.
- 3.8.2 Deliver a new Corporate Training and Development Plan by April 2016 which supports the changes within the establishment by ensuring our staff have the appropriate skill and knowledge to deliver our future services.

Achievements

2015/16 saw many changes to our Contracts and Facilities Teams with the loss of staff through voluntary redundancy and those seeking career moves outside of the Authority. A restructure was therefore necessary to determine the posts and skills required to take the Waste Management and Resource Recovery Contracts through the commissioning stage and into business as usual. The restructure was successful and the Authority is now in the position to deliver its objectives.

A review of the 2015/16 training plan showed 100% of the approved training had been completed. The Corporate Training and Development Plan for 2016, has been approved following Staff Development Interviews in April 2016.

3.9 Member Training and Development

Objectives 2015/16:

- 3.9.1 An Annual Member Training and Development Plan will be developed in consultation with Members to include study tours, workshops and an induction process for new Members.

Achievements

During the year, a Training and Development Plan was developed and implemented for Members. The focus was the Authority's financial strategy and the management of its principle waste contracts. Members received workshop and study tours including visits to the Energy from Waste facility during the construction phase of the Resource Recovery Contract.



WHAT'S NEXT

There are challenging times ahead as financial constraints tighten on a lot of local authorities, ourselves included. Setting the budget for 2016/17 was in itself a challenge and whilst our Members agreed to freeze the Levy once again, our balances are diminishing and increases in future years will be unavoidable. It is for this reason that we are undertaking a fundamental review of our services and the sites we operate as part of the wider Strategic Review.

In addition to this, Leaders and Chief Executives on Merseyside will be leading a strategic review of collection, treatment and disposal of waste in the region. The review will consider the governance arrangements between the City Region and the Authority, and also the Levy.

In setting our priorities for 2016/17, we have taken account of this Strategic Review and it is possible that our plans may need to be developed and adapted throughout the year as a result of the review outcomes. In the meantime, there are plenty of other challenges for us to be getting on with, in particular the beginning of the Resource Recovery Contract, providing Household Waste Recycling Centres for residents, managing and maintaining our seven former landfill sites and delivering our waste prevention promotional work.

Our plans for 2016/17 are included in the Authority Service Delivery Plan which can be found at www.merseysidewda.gov.uk and sets out how we aim to build on the success of 2015/16.





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