



Merseyside  
Waste Disposal  
Authority  
Annual Review  
& Best Value  
Performance  
Plan 2007/10



MERSEYSIDE WASTE DISPOSAL AUTHORITY

We dealt with  
772,632 tonnes of  
waste in 2006/07  
and recycled  
174,940 tonnes.



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Overall recycling performance for Merseyside has continued to improve substantially from 18.51% to 22.52%



# Foreword from the Chairperson of Merseyside Waste Disposal Authority



Thank you for taking the time to read our Annual Review and Best Value Performance Plan for 2007/10. This is the second year of our new look approach to providing information to the public and this year's document brings together details of our past performance and our plans and targets for improvement. In addition I hope that it gives an insight into the wide range of work and services of the Authority across Merseyside.

This has been an historic year for the Authority after we have successfully secured £90 million of Private Finance Initiative (PFI) credits from the Department for Environment, Food and Rural Affairs (DEFRA) to help us deliver a new £3.3 billion contract for new waste management and disposal, and to develop a host of new waste facilities for Merseyside.

The PFI award and the new waste contracts will go a long way in the implementation of the Joint Municipal Waste Management Strategy for Merseyside which has been produced in conjunction with District Councils in their role as Waste Collection Authorities.

The Strategy sets ambitious but realistic targets for dealing with waste in a more sustainable manner for many years into the future. In particular, we aim to maximise recycling to above 40% by 2020, and to divert as much organic waste as possible away from landfill sites, whilst continuing to deliver value for money for Council tax-payers.

The Authority's Procurement Strategy continues to define a detailed procurement route for waste management contracts beyond 2008. Following considerable interest from the waste industry, we are now advancing with the selection for our Waste Management and Recycling Contract and

hope to announce the commencement of our Recycling and Recovery contract before the end of 2007.

Recycling performance for Merseyside as a whole has continued to improve from 18.51% in 2005/2006 to 22.52 % in 2006/2007. However in spite of this success the Authority is determined to raise Merseyside's recycling levels further and with its partners in the Merseyside Waste Partnership is working hard to find solutions and to engage with residents.

The Waste Partnership between the Merseyside District Councils and Halton Borough Council continues to go from strength to strength. We will shortly be agreeing an Inter-Authority Agreement that will ensure that everyone plays their part in securing the best and most cost-effective solutions for the region. We are also continuing to raise general awareness to support waste minimisation, re-use and recycling schemes across the region.

We have another busy year ahead for the Authority and one that will see both new waste contracts and the development of new facilities. We are committed to working with residents and communities in all areas to ensure that they have input into the plans of the Authority and, through communications and major public consultation exercises, we will ensure that our work is seen as accessible and transparent

## **Councillor Kevin Cluskey**

Chairperson of Merseyside Waste Disposal Authority (MWDA)  
June 2007

# Message from Carl Beer, Director of the Waste Disposal Authority



Welcome to Merseyside Waste Disposal Authority's Annual Review and Best Value Performance Plan. We're continuing to develop the style of our documents to try and convey what the Waste Disposal Authority is all about in terms of our performance, and we hope that this year's edition is interesting and accessible to you as the reader.

Over the past year many of you will have seen significant changes to the way that your waste and recycled materials are collected. Our partners at District Councils have introduced a variety of new recycling collections, and we at the Waste Disposal Authority have completed new facilities and have submitted plans for others in order to improve recycling rates across the region.

The Authority continues to work with the District Councils on Merseyside to provide 'joined-up' waste services to residents. The Merseyside Waste Partnership, made up of the District Councils and the Waste Disposal Authority, have been joined by Halton Borough Council. Together we are now working towards common goals and solutions to deliver sustainable waste management.

The Joint Waste Strategy for Merseyside also continues to provide us with the blueprint that we need to plan for new waste facilities and services. The Authority took a step closer to this delivery with announcement of the award of £90 million of Private Finance Initiative credits from the Department of Environment Food and Rural Affairs.

We are currently procuring major new waste contracts in time for 2008, when existing contracts expire, to build a range of recycling and recovery facilities and to provide operational services such as the transport of waste and the continued operation of Household Waste Recycling Centres. This is a major procurement for Merseyside, worth more than £3.3 billion over the next 25 years, and will fundamentally change the waste management infrastructure in Merseyside.

We have continued to change and adapt as an organisation to respond to the local and national waste agenda. We have increased our resources to be able to handle the workload, have implemented modernised governance arrangements for the Authority and will be further developing our Performance Management and Project Management Systems to deliver continuous improvement in the services we provide. A range of new policies have been agreed to take forward Corporate Social Responsibility and Sustainable Development (i.e. the environmental, social and economic impact of our service), as well as a new Customer Care Policy.

We are constantly reviewing how well we are working and where we need to improve. Merseyside is changing from treating waste as something of little value, to a place where we all recognise our responsibility to treat it as a valuable resource. We can all make a difference to the wider environmental, economic and social agenda, by actively participating in the new waste systems that will ultimately contribute to an improvement in Merseyside's climate change impact.

Your support as a Council tax-payer and resident of Merseyside is key to us achieving our recycling and environmental goals. We are keen to listen to what you have to say about our services. So, thank you for taking the time to read the report and if you'd like to comment, please see our contact details at the end of the document.

I look forward to reporting further significant progress in 2008.

**Carl Beer**  
Director, Merseyside Waste Disposal Authority  
June 2007

# About Merseyside Waste Disposal Authority

Merseyside Waste Disposal Authority (MWDA) is the local authority responsible for managing, recycling and disposing of the waste produced by local residents in partnership with the five district councils of Merseyside. MWDA works with the individual councils who are known as Waste Collection Authorities.

Waste Collection Authorities collect household waste at kerbside and then MWDA disposes of this waste mainly to landfill sites across the North West. In addition MWDA also operates 14 Household Waste Recycling Centres across the region for residents to dispose of and recycle materials. MWDA disposes of almost 800,000 tonnes of household waste in partnership with its contractor Mersey Waste Holdings Ltd.

## 2.0 Merseyside Waste Disposal Authority's Annual Review

The Authority's Annual Review including its Best Value Performance Plan provides members of the public and other stakeholders with information on how the Authority is performing, what our priorities are and how we are planning to improve.

The Annual Review is only one element of our Performance Management Framework, which supports our aim for continuous improvement in support of efficiency targets that have been set for local government with the objective being to meet the expectations of our stakeholders, and to support MWDA's modernisation programme. This Annual Review is set out in key sections that reflect the work of the Authority and the phases of performance management. The following diagram illustrates how they link into a cycle of continuous of improvement.



Figure One: Merseyside Waste Disposal Authority's cycle of continuous improvement

## 2.1 Constitution

Merseyside Waste Disposal Authority was established in 1986 following the abolition of Merseyside County Council. The Authority's responsibilities at that time also included operational duties. As a result of the Environmental Protection Act 1990, the operational functions of the Authority had to be divested.

A Local Authority Waste Disposal Company, Mersey Waste Holdings Limited was established and the Authority's operational staff and assets (e.g. Waste Transfer Stations and Landfill Sites) were transferred on 21st August 1995.

The company, Mersey Waste Holdings Ltd, is wholly owned by the Authority. Mersey Waste Holdings Limited is the current contractor for the Authority's two major waste contracts. The Authority is currently undertaking a major procurement project to appoint new contractors for a Landfill, a Waste Management and

Recycling, and a Resource and Recovery Contract for 2008.

The Authority is governed by a Board of nine elected Members (Councillors) representing the five Merseyside District Councils as follows:

Knowsley	1 Councillor
Liverpool	3 Councillors
St Helens	1 Councillor
Sefton	2 Councillors
Wirral	2 Councillors

The number of Councillors representing each District Council was determined under the Local Government Act (1985) and reflects the size of each District. The Authority meets regularly to consider strategy, progress and developments.

All meetings are scheduled to be held at 2.00 pm at the Authority's premises at North House, North John Street in Liverpool unless stated otherwise.

Meetings are held to consider Key Decisions, which have been published in the Authority's Forward Plan, and to scrutinise proposed Executive Decisions that have been 'called in'.

[Executive Decisions are delegated decisions taken by officers. If during the consultation process two or more Members do not agree to a proposed Executive Decision the decision is 'called in' and cannot be implemented until it has been considered at a full Authority Meeting].

Meetings are open to the public, however the public may be excluded during the consideration of private items. Members of the public may ask questions at Authority Meetings. To ask questions an individual or organisation must give notice to the Authority seven clear working days preceding the meeting.

No person may submit more than one question and each question must give the name and address of the questioner. Questions will be considered by a Senior Officer and can be submitted to the Authority at email: [enquiries@merseysidewda.gov.uk](mailto:enquiries@merseysidewda.gov.uk) or in writing to: Merseyside Waste Disposal Authority, 6th Floor, North House, 17 North John Street, Liverpool, L2 5QY.

## 2.2 Employees

The Waste Disposal Authority values its staff resources, who are integral to the delivery of its

wide range services. The Authority has a team of 33 full time staff covering the areas of Corporate Services, Waste Facilities, Environmental and Planning, Waste Strategy, Contracts and Procurement.

The Authority's staff is led by a group of senior managers who head up a variety of teams in the delivery of quality waste management services:

Carl Beer	Director of Merseyside Waste Disposal Authority
Terry Bradley	Procurement Director
John Connell	Contracts Manager
Mandy Valentine	Corporate Services Manager
Lyn Fairhurst	Waste Facilities Manager
Stuart Donaldson	Waste Strategy Manager
Calvin Stockton	Planning and Environmental Manager

## 2.3 Working in Partnership

Merseyside Waste Disposal Authority works in partnership with a whole range of agencies and organisations to deliver quality waste management and recycling services to the residents of Merseyside.

### 2.3.1 The Merseyside District Councils

Following the agreement of the Joint Municipal Waste Management Strategy for Merseyside in 2005, the Authority works closely with the five District Councils (Knowsley, Liverpool, St Helens, Sefton and Wirral) to develop an improved interface between the operational waste management and recycling services and in tackling wider strategic issues linked to sustainability and waste reduction.

In 2006, Halton Borough Council joined the Merseyside Waste Partnership to be part of the Procurement Project for new waste contracts. The Authority is working closely with Halton Borough Council to align Waste Strategies and is developing an Inter Authority Agreement between the organisations.

The Authority is continuing to work with District Councils to maintain and develop individual District Council Action Plans (DCAPs) that provide the framework for the step changes each Council will have to make over the next few years in order to achieve recycling rates and improve their performance.



### 2.3.2 The Merseyside Waste Partnership (MWP)

Joint working is further promoted through the Merseyside Waste Partnership (MWP). The Partnership has grown in significance over the past year as the Authority begins to deliver its Procurement Strategy and prepares for new waste management contracts in 2008. District Council partners have also made significant contributions with extensive changes to kerbside waste and recycling collections.

Achievements this year include: the approval £90 million of PFI funding from The Department of the Environment, Food and Rural Affairs to help fund the new Resource and Recovery Contract which will enable the development of major new waste processing and management facilities for Merseyside; the Partnership intends to strengthen its links over the coming year by completing the Inter Authority Agreement as well as exploring improved joint communications and additional joint funding bids and projects.

### 2.3.3 Department of the Environment, Food and Rural Affairs

The Department of the Environment, Food and Rural Affairs leads Government policy on waste management issues and provides the Authority with a variety of tools and services through the Local Authority Support Unit as well as setting statutory recycling targets and monitoring performance.

Regionally, The Department of the Environment, Food and Rural Affairs is represented via the Government Office North West (GONW). The

Office provides local support and advice for the Authority and enables a link to regional and national strategic aims and objectives.

### 2.3.4 The Environment Agency

The Environment Agency is the leading public body for protecting and improving the environment in England and Wales. Its job is to make sure that air, land and water are looked after by everyone in today's society. It regulates waste management through a system of licences and registers and monitors people who transport waste. The Agency advises on waste management methods including waste minimisation and provides MWDA and its contractor Mersey Waste Holdings Ltd with its regulatory framework.

The Authority will continue to work with the Agency over the coming year ensuring that all of its waste management responsibilities fall within the correct regulatory framework and will continue to find ways in which the Authority can work in a more sustainable way.

### 2.3.5 The Waste Management Sector

The Authority is actively engaging with the Waste Management Sector as part of its Procurement Process. Over the past year MWDA has completed market-testing events for potential new suppliers for both recycling and waste management services as well as consulting with suppliers of new technologies for waste processing.

The Authority has also consulted with the Waste Management Sector regarding its future landfill requirements. MWDA will announce the results

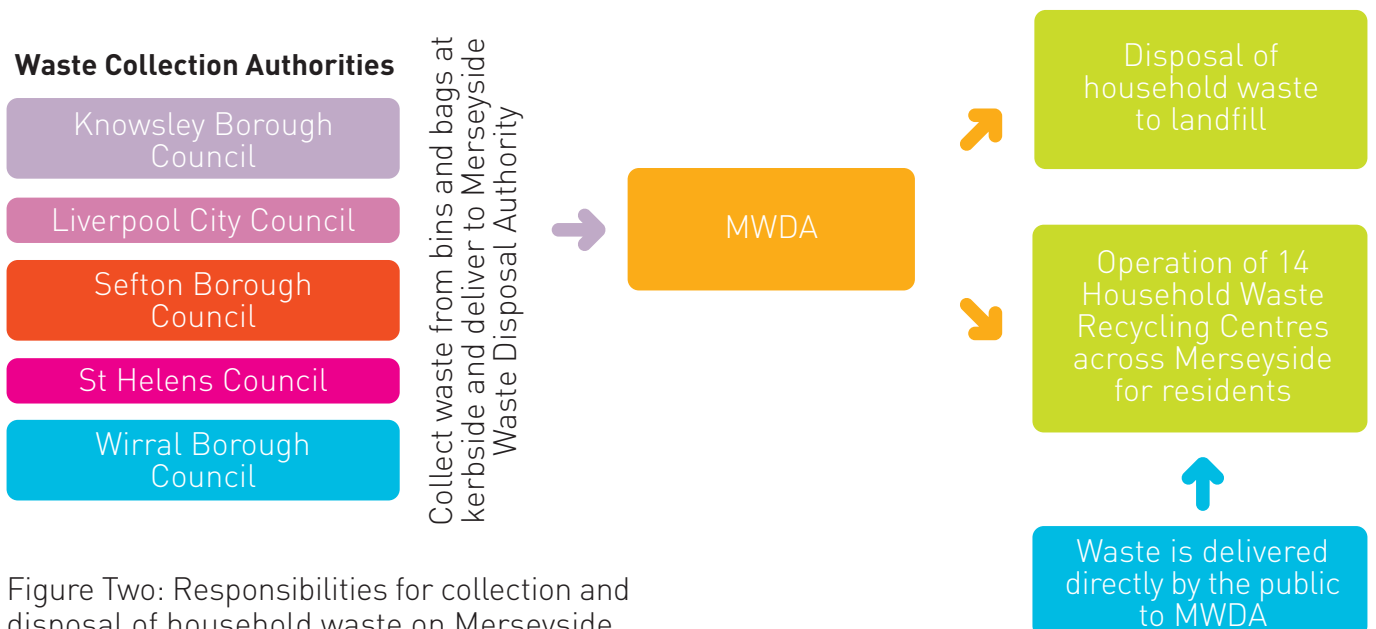


Figure Two: Responsibilities for collection and disposal of household waste on Merseyside

of a formal tender process for future landfill needs later in 2007. The Authority recognises that landfill will still play a part in waste disposal for Merseyside in the short to medium term ahead of major new waste facilities being built.

The Authority has shortlisted four waste management companies for its Waste Management and Recycling (WMRC) Contract. These companies are now engaged in a Competitive Dialogue process with the Authority that will result in a single contractor being appointed in 2008.

The Authority is continuing to engage with the Waste Management Sector in relation to its Resource and Recovery (RRC) Contract, and the final planning for the format of the new waste management facilities.

### **2.3.6 The Community and Voluntary Sector**

The community and voluntary sector continues to play an important part in the delivery of the JMWMS for Merseyside. MWDA recognised the need to build on our engagement with the sector and therefore the Authority has undertaken a review across Merseyside and Halton.

The review demonstrated that MWDA has built up a strong relationship with the sector and has supported nine projects over the last year. One such project has been completed by a company called 'Rotters' to raise awareness amongst young people on how to start recycling and composting, the provision of educational information and interactive workshops for a range of age groups. The review will aid the current Procurement process to ensure that the community and voluntary sector are involved in delivering sustainable waste management systems for Merseyside and Halton.

The Authority plans to consult with the sector on further opportunities to contribute to the delivery of waste management services for Merseyside and developing the sector's role to support the objectives of the JMWMS including delivery of education, awareness and waste prevention activities.

### **2.4 Development of Inter-Authority Agreements**

A Memorandum of Understanding (MOU) on waste management joint working was ratified by all members of the Merseyside Waste Partnership and came into effect on 11th November 2005. The MOU introduced the need for closer working across Merseyside and supports partnership

working between the MWDA and the Partner Authorities in furtherance of the JMWMS, but it is not a legal document. Following ratification, the Partners agreed to work towards developing a more detailed Inter Authority Agreement (IAA) that would have legal status.

The purpose of the IAA is to establish joint working practices, identify the roles, obligations and responsibilities between all the Partners (MWDA and the five District Councils on Merseyside) both during the procurement of and through the operation of the waste contracts. This will provide certainty to the market in procurement and as far as is reasonable reduce any detrimental impact on other Partners of any failure to carry out obligations under the Agreement.

#### **The general principles of the IAA are:**

- The polluter pays.
- Equity and fairness. This relates to the division of responsibilities and the cost/risk burden between the partners.
- Best Value to be demonstrated in the delivery of the overall project.
- Flexibility to address operational and financial consequences of changes in collection, treatment or disposal contracts and the responsibilities on each Partner.

#### **Key objectives are to establish:**

- A fair Levy payment and incentive/penalty mechanism.
- Delivery points for materials/residual waste.
- Facility Input specification.
- Provision of timely and robust baseline information and data.
- Effective communications.
- Effective governance.
- Wider benefits e.g. for the community.

The IAA is being developed in two phases. The first is designed to take the Partnership into the procurement phase for the recycling and recovery contracts and deals with matters such as the exclusive delivery of waste to Merseyside Waste Disposal Authority, and baseline information. The second phase will deal with more long-term management issues such as governance and the levy mechanism.

Halton Borough Council as a Unitary Authority has the statutory responsibility of a Waste Disposal Authority in its own right. It has therefore

been necessary to develop a specific IAA between Halton and Merseyside Waste Disposal Authority based on the IAA for the Merseyside Waste Partnership.

The IAA with Halton and the first phase of the IAA between Merseyside Waste Disposal Authority and the five Merseyside Districts is expected to be ratified during 2007. It is anticipated that the second phase of the IAA between Merseyside Waste Disposal Authority and the five Merseyside Districts will be ratified during 2007/8. The IAAs

will significantly aid the long-term delivery of the JMWMS, whilst recognising the aims and ambitions of individual Partners.

## 2.5 Tonnage Based Levy

The Authority is financed by means of a Levy charged on the five District Councils on Merseyside. The basis of apportionment applies the 'polluter pays' principle with around two thirds of the Levy on each District Council being based directly on the tonnages of waste they produce.

## 2.6 Waste Facts

		Merseyside Waste Disposal Authority			
			2005/06 Tonnes	2006/07 Tonnes	
<b>YOUR WASTE</b>	Collected by your Council		We disposed of:	511,737	490,070
			We recycled:	2,208	7,253
	Collected for recycling or deposited by you at a Bring Site provided by your Council		We paid Recycling Credits* to your Council for:	80,059	88,651
	Deposited by you at one of our Household Waste Recycling Centres		We disposed of:	114,914	107,377
			We recycled:	57,375	73,049
	Collected by Not-for-Profit Organisations		We paid Recycling Credits* for:	2,908	4,426
<b>TOTAL</b>	Tonnes			<b>770,120</b>	<b>772,632</b>
<b>TOTAL RECYCLED</b>	Best Value Performance Indicator (BVPI)		BVPI 82 a + b	<b>142,550 (18.51%)</b>	<b>174,940 (22.52%)</b>

\* Recycling Credits are paid by the Merseyside Waste Disposal Authority to provide an incentive to District Councils and Not-for Profit Organisations to recycle and reflects the cost savings in diverting waste, which would otherwise have been the Authority's responsibility to manage.

# Corporate Planning Strategy and Policies

## This section of the plan outlines:

- Our Vision, Aims and Objectives with Improvement Targets
- Our Corporate Plan
- Our Strategies
- Our Policies

Our Vision, Aims and Objectives are drawn from our key strategies including the Joint Municipal Waste Management Strategy for Merseyside, our statutory responsibilities and best practice. We have identified four key Aims. For each Aim, there are a number of Objectives against which we can measure our performance. Our Vision, Aims and Objectives and Improvement Targets are as follows:

### 3.0 Our Vision

‘To improve people’s quality of life by ensuring that waste is sustainably managed to bring about the best combination of environmental, economic and social benefits’.

#### Aim One: Contracts and Procurement Programme

That the people of Merseyside receive value for money and services of the highest quality that are focused on the needs of the community and the environment.

Objectives:

- (i) To sustainably procure goods and deliver services which are best practice and demonstrate value for money.
- (ii) To work with our customers and stakeholders to continuously improve the waste services we provide in terms of efficiency, effectiveness and sustainability.

Improvement Targets:

- To procure and let major new waste management contracts for landfill, recycling and resource recovery.
- To recycle or compost at least 33% of municipal waste by 2010.
- To recover 15% of municipal waste by 2010.
- To divert from landfill 50% of HWRC waste by 2010.
- To achieve a customer satisfaction level of 85% of HWRC users by 2010.

#### Aim Two: Site and Facility Management Programme

That the Authority acquires and maintains quality waste facilities which meet the current and future needs of the Merseyside Waste Partnership and deliver improved environmental performance.

Objectives:

- (i) To manage and develop sites and facilities in a safe and environmentally responsible manner.
- (ii) To contribute to the Merseyside Waste Development Planning Document (DPD) process for adoption by 2010 and to develop the Authority’s planning strategy to be consistent with the JMWMS and, wherever possible, the DPD.
- (iii) To complete the restoration of the Authority’s closed landfill sites and secure sustainable aftercare arrangements.
- (iv) To ensure that effective environmental monitoring and control measures are in place at the Authority’s sites.

Improvement Targets:

- To build a second MRF on Merseyside by 2009.
- To limit the level of rejected materials through a MRF to 10%

- To undertake at least 95% of the planned schedule for environmental monitoring.

### **Aim Three: Corporate Programme**

That the Authority is governed in a fair, open, honest and inclusive way which clearly demonstrates a sustainable and responsible approach to working for and with the community.

Objectives:

- (i) To maintain good governance arrangements which provide an effective delivery of services and the sustainable use of resources which mitigate or adapt to climate change.
- (ii) To develop our workforce and Members to maximise their effectiveness and support an appropriate work-life balance.
- (iii) To deliver continuous improvement of our own environmental performance.
- (iv) To improve the Authority's image and profile to maximise community participation.

Improvement Targets:

- To manage sickness absence to within the top quartile of local authorities by 2010.
- To increase the percentage of staff receiving staff development interviews to 100%.
- To ensure the Authority receives an unqualified opinion on all of its audits.
- To deliver at least three workshops for Members each year.
- To increase the number of press releases reported in the media to 80% by 2010.

### **Aim Four: Strategy and Performance**

That the Authority delivers a Joint Municipal Waste Strategy for Merseyside (JMWMS) which ensures the sustainable management of municipal waste produced on Merseyside.

Objectives:

- (i) To lead the development and implementation of a sustainable Joint Municipal Waste Management Strategy for Merseyside and its wider role within the region.
- (ii) To continuously develop and review our performance, policies and strategies in line with regional and national guidelines and current best practice.
- (iii) To demonstrate inclusivity through effective communication, consultation and engagement with all stakeholders to

encourage active participation and ownership of the JMWMS.

- (iv) To develop joint working opportunities and strengthen the effectiveness of the Merseyside Waste Partnership.

Improvement Targets:

- To reduce waste growth to 2% per annum by 2010 and 0% by 2020 and to optimise re-use where reduction is not possible.
- To produce four monitoring reports per year which provide information on progress against the Service Plan and performance targets.
- Enact a behavioural change amongst residents of Merseyside via feedback based on obtaining 95% positive response to manage residents waste more sustainably by 2010.
- To provide training to 100% of MWDA staff and elected Members on key waste strategy issues by 2010.

## **3.1 Our Corporate Plan**

The Authority's Corporate Plan identifies our Vision, Aims and Objectives and the performance improvements we intend to deliver through our strategies over the next three years. We use this plan to identify four major programmes of work and from this we can identify and implement projects which contribute to the delivery of the Corporate Plan.

Our latest Corporate Plan can be found on our website at [www.merseysidewda.gov.uk](http://www.merseysidewda.gov.uk) or hard copies are available upon request.

We monitor our Plan by using a Performance Management Framework which provides a 'Golden Thread' linking our Corporate Vision, Aims and Objectives to the objectives to be achieved by each of our projects and then through to individual staff work programmes. Through our staff development scheme, each member of staff is assigned to specific projects to utilise and enhance their skills.

In 2007/08 we intend to develop a Service Plan which will identify the priorities and targets for improvement for the coming year, including an assessment of the most effective and efficient use of our resources.

## **3.2 Code of Corporate Governance**

Corporate governance is the system by which local authorities direct and control their functions and relate to their communities. The Authority

# 'Swap Days' A New Weapon Against Waste

A novel 'swap day' scheme where Merseyside residents swap their unwanted household items with their neighbours' has become the latest weapon in the region's war on waste.

Under the MWDA initiative householders simply turn up at local swap day events, deposit their unwanted item or items and take something else – of any size or value.

Single swap day schemes have previously been held on an ad hoc basis by community groups in parts of Merseyside but are now rolling out across the region after winning backing from the region's waste chiefs.

Several successful events have taken place over the year. An MWDA evaluation of one swap event showed that 95 per cent of the total items and products brought were 'swapped', with local residents queuing up to get into the event and keen to know when the next one was taking place.

MWDA has been assisting in helping events get off the ground and is working with its five local authority partners to promote the schemes to community groups in each Merseyside district.

MWDA's Director, Carl Beer, said: "The great thing about swap shops is that they prolong the useful life of household items. You may take an old phone or bike and come home with a table and chairs. This is about encouraging folk to think about waste minimisation and re-use."



has adopted a Code of Corporate Governance that demonstrates how we effect good governance with integrity, accountability and which is open and inclusive.

The Code ensures that our systems and processes are monitored for their effectiveness and are reviewed on a regular basis to ensure that they are up to date.

The key areas for improvement in 2006/07 included the further development of our joint working arrangements and the development of the Inter-Authority Agreement which is due to be ratified by partners during 2007. Other improvements include the continued development of the Authority's corporate planning and performance management arrangements.

A copy of the Code of Corporate Governance, including the action plan for 2007/08, is available on our website at [www.merseysidewda.gov.uk](http://www.merseysidewda.gov.uk) or as a hard copy upon request. This is supported by a Statement of Internal Control which is part of the Statement of Accounts for 2006/07 which is also available on our website.

Areas of improvement identified in the coming year include the introduction of a Service Plan and improvements to the Authority's Staff Development Scheme.

### **3.3 Contract Approach**

The Authority manages some of its services through major contracts and projects – this involves individual contractors delivering on behalf of MWDA.

The Authority aims to ensure that through detailed monitoring these contractors deliver quality services in accordance with the agreed contract and that any issues or problems are dealt with in a timely manner in accordance with agreed procedures.

In all such contracts the Authority takes full consideration of the Code of Practice on Workforce Matters in Local Authority Service Contracts that in turn addresses any issues under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

### **3.4 Consultation Approach**

The Authority recognises the importance of the opinions and input from its many audiences and stakeholders. As part of the delivery of its Aims

and Objectives it has a recognised approach to consultation and feedback.

- The Authority undertook extensive consultation during the development of the Joint Municipal Waste Management Strategy for Merseyside in 2005 that included opinion polls and the establishment of Citizens Juries. The Authority also conducted a Merseyside wide consultation on the different residual waste treatment options that form part of the Procurement Project proposals for future waste management for Merseyside.
- As part of the development of new waste facilities and gaining planning permission for such sites the Authority uses best practice in relation to consultation. In addition to fulfilling the needs of individual Council's Statement of Community Involvement the Authority also implements its own information provision and consultation approach pre and post planning submission. This includes: stakeholder mapping, public events, local newsletters, feedback and opinion gathering and liaison with local community groups and residents.
- This will be an approach that will be further developed as the Authority moves towards applying planning permission for its proposed new larger waste facilities across Merseyside.
- We have also included within our existing Household Waste Recycling Centre contract a requirement for our contractor to conduct satisfaction surveys to identify any actions for improvement to the service. This approach will be further reinforced and developed as part of the proposed new contracts for 2008.

### **3.5 Our Strategies**

Merseyside Waste Disposal Authority has a range of strategies that provide structure to key areas of its works and service delivery. The strategies also provide structure for forward and future planning as well as linking in with the work of key partners and stakeholders.

#### **3.5.1 Waste Strategy**

(i) Merseyside context

The Joint Municipal Waste Management Strategy (JMWMS) for Merseyside was published in June 2005 after a public consultation exercise. The JMWMS sets the Merseyside Waste Partnership's (MWP) vision to sustainably manage waste across

the five metropolitan areas. Since Halton joined the partnership in 2006, we have been working to ensure a policy alignment between the JMWMS and the Halton Waste Management Guidelines.

Several aspects of the JMWMS have been progressed during 2006/7, in line with the priorities of the waste hierarchy, including the completion of a waste composition analysis for Merseyside and implementation of the Waste Minimisation Strategy through development work on our Swap Days.

The five District Councils have ratified District Council Action Plans (DCAPs) to demonstrate how they will contribute to the achievement of the JMWMS targets on waste minimisation, reuse and recycling. These DCAPs will provide Merseyside with a clear route forward for continuing the progress made on reducing the amount of waste landfilled.

Alongside the DCAPs, the Inter-Authority Agreement (IAA) is being developed which will clarify and strengthen the roles and responsibilities of all parties in the Merseyside Waste Partnership (MWP).

MWP through MWDA have utilised DEFRA funding (Direct Consultancy Support) to fund an external consultant to:

- Update the JMWMS and Halton Guidelines.
- Undertake Sustainability Appraisals of the Strategies and the DCAPS.
- Complete a waste prevention action plan.

This project began in January 2007 and the documentation will be completed by the end of the year. It is hoped that the updated strategies will be approved by the appropriate District Council in Spring 2008.

#### (i) Partnership Working

The Merseyside Waste Partnership is made up of the Waste Disposal Authority and its constituent five districts. Halton Borough Council joined the Partnership during 2006. In March 2007, an independent external consultant facilitated a workshop for the Partnership to discuss joint working arrangements. The Partnership, through MWDA, is now examining the recommendations from the report to consider ways to improve working relationships and make efficiency gains.

MWDA is looking at ways and means, initially through dialogue, to engage and develop

partnerships with social enterprises and other groups and organisations in the Community and Voluntary Sector. The aim is to make greater use of this sector's expertise in the delivery of the JMWMS through a variety of our activities. This may include procurement, education, awareness and waste prevention programmes.

MWDA is working with other partners and stakeholders to ensure that the delivery of the waste strategy can make positive economic, social and environmental benefits to key policy drivers across Merseyside (e.g. the Liverpool City Region Development Plan, the Merseyside Action Plan, Sustainable Community Strategies and Local Area Agreements).

Envirolink has completed a report for MWDA on the current status of recyclers and reprocessors across Merseyside. The information derived from this report will help inform the current procurement process to identify opportunities for the involvement of the community and voluntary sector in delivering sustainable waste management systems for Merseyside

#### (iii) North West context

The Regional Waste Strategy for the North West was published in September 2004 and the JMWMS continues to support its aims and objectives.

Representatives from MWDA and the Merseyside Waste Partnership actively contribute to regional forums, such as the Waste Regional Advisory Group, Regional Technical Advisory Body, the North West Waste Committee and support the work on the region's Wider Waste Action Plan and Climate Change Action Plan.

The Draft Northwest Regional Spatial Strategy is being developed and will provide a land use policy framework to support the expansion of sustainable waste facilities across the region.

MWDA continues to support market development for recycled materials through Envirolink North West and has commissioned work to identify recycling and reprocessor capacity and gaps across Merseyside and Halton as part of a wider regional study.

#### (iv) UK context

The Government published the new Waste Strategy for England in May 2007. The Strategy emphasises waste prevention in the context of



# Merseyside Waste-Watch



A report has revealed that two thirds of what people are throwing away on Merseyside could be recycled.

Merseyside Waste Disposal Authority (MWDA) commissioned the analysis to find out how much local household waste could be diverted away from landfill – the results showing that 68% of a typical refuse bin could potentially be avoided, recycled or composted.

The study was taken over the course of a year, with four separate phases through autumn, winter, spring and summer. Domestic waste was sampled from over 3600 households across Merseyside, together with waste delivered to Sefton Meadows Household Waste Recycling Centre. In total, a sample of 100 tonnes of waste was examined.

## Findings from the report revealed that:

- over a quarter of waste in Merseyside's household bins is made up of material that could be recycled using existing services available in the region, in particular paper and glass.
- nearly half of the materials currently being disposed of along with general waste at Household Waste Recycling Centres could potentially be diverted from disposal.
- the main material in an average bin which can be composted is kitchen waste (which includes vegetable and fruit peelings, teabags etc). Such waste can be composted at home or via a Council collection service where available.

reducing greenhouse gas emissions and tackling climate change. Recycling and composting targets for household waste will rise to 40% by 2010 and the strategy proposes a wide range of action to get the most benefit from recycling resources, recovering energy from residual waste and reducing our reliance on landfill.

Responsibility for managing waste must be shared by all parts of society. The Government is keen for local authorities to work more closely with neighbouring authorities, their local communities and the Third Sector (social and local enterprises, charities and businesses) in delivering the Strategy's objectives. Local authorities are also encouraged to provide greater support for businesses in dealing with their waste through advice, improved collection services and by sharing waste facilities where they can.

The overall direction of the strategy reflects many of the comments made by the Merseyside Waste Partnership in response to the strategy consultation in 2006. The Authority and the Partnership will need to consider the impact of the Strategy in its future activities, procurement and in the update of the JMWMS in 2007/08.

#### (v) European Union context

The EU are taking forward initiatives to reduce the environmental impact of waste as part of the EU 6th Environmental Action Programme (2002-12). This includes the Thematic Strategy for Waste Prevention and Recycling and a review of the Waste Framework Directive, which sets the legal framework for managing waste in the UK. More information on these new initiatives will become available during 2007, which aim to remove some of the barriers that prevent waste from being used as a resource, whilst reducing the amount of waste that needs to be managed in the first place.

The EU has introduced a Batteries Directive which will set targets for the collection and recycling of used batteries and make the producers of the batteries responsible for the cost of their treatment. The UK will need to introduce new laws by September 2008 to support the development of the improved battery recycling system required.

### 3.5.2 Procurement Strategy

Merseyside Waste Disposal Authority (MWDA), on behalf of the Merseyside Waste Partnership, is in the process of procuring new multi-billion pound waste management contracts for 2008.

Currently on Merseyside, almost 600,000 of the 770,000 tonnes of waste produced each year is going straight to landfill. More waste needs to be diverted away from landfill otherwise we could face financial penalties - potentially an additional £35 million every year.

These penalties could ultimately be met by the Merseyside public through increased Council Tax charges and so a new contract which will deliver new facilities to help recycle more waste and more efficient methods of processing and disposing of waste is essential.

MWDA has been successful in securing £90 million of PFI credits from DEFRA following the submission of an Outline Business Case. The Case set out in some detail what MWDA is seeking to provide in the way of new facilities, sites, technologies and the likely costs associated with the proposed contract arrangements.

The Merseyside Waste Partnership intends to look at a multi-contract approach to waste management for the future:

**Recycling** - The new Recycling contract could potentially supplement existing facilities on Merseyside with new Material Recycling Facilities, Transfer Loading Stations, In Vessel Composting/Anaerobic Digestion and Composting and Household Waste Recycling Centres.

**Recovery** - The new Recovery contract will cover a long-term 25 – 35 year period and will include residual waste treatment and transportation to landfill.

**Landfill** - Although Landfill is not the preferred method of waste management there will still be a high level need in Merseyside for the foreseeable future.

As part of the changes to the waste management contract District Councils are also playing their part. With the Waste Disposal Authority they have prepared and agreed Action Plans in line with the Joint Municipal Waste Management Strategy for Merseyside. The Plans include the changes that Councils will need to make in their kerbside collections and recycling if they are to achieve improved recycling rates.

Over the next two years MWDA, on behalf of the Partnership, will be entering negotiation and tendering process with the Waste Management Sector to help appoint a new range of contractors to help deliver value for

# Merseyside Joins National Compost Scheme

For the whole of 2007 Merseyside is taking part in a national composting scheme which is bidding to lift recycling levels and boost the growth of local gardens.

All five of Merseyside's local Councils (Knowsley, Liverpool, Sefton, St Helens and Wirral) and Merseyside Waste Disposal Authority (MWDA) have teamed up with the national recycling body WRAP (Waste & Resources Action Programme) to offer local people the chance to buy discounted home composting bins.

A series of marketing and media work has taken place to promote the scheme, including advertising in local press, leaflets issued through weekly newspapers and various events which have taken place throughout the year.

This is the first time that all the districts in Merseyside have participated together in the home composting scheme, which WRAP has rolled out throughout the country.

Research commissioned by MWDA showed that a significant percentage of a typical household bin on Merseyside was made up of compostable material. By composting at home residents are diverting waste from their residual bin and landfill and helping to combat climate change.

Carl Beer, Director of MWDA, said: "Compost bins are a cheap and easy way for us to cut down organic waste – by working together Merseyside's local authorities can really help reduce the amount we're sending to landfill."



# Recycling Refurbishment For Sefton Centre

One of Merseyside's busiest Household Waste Recycling Centres (HWRC) is seeing improvement works take place on site.

MWDA is restructuring Sefton Meadows HWRC (on Sefton Lane, Maghull) to improve the layout and traffic flow, which will help to increase recycling rates as people will have easier access to the on-site recycling containers.

## The work will also:

- widen the circulation of the road in the HWRC by two metres to enable three lanes to be created
- provide a new dedicated exit road to serve traffic flow
- construct a new area adjacent to the new exit road for additional recycling facilities. This location will allow easy access for the public without making an unnecessary detour.

Sefton Meadows HWRC is one of Merseyside's busiest sites and has in the past had some issues with traffic queuing and access. The proposed improvements will mean that traffic queuing will be alleviated and more opportunities will be provided for the public to recycle via new containers.



money waste management for the residents of Merseyside.

### 3.5.3 Sustainable Development and Corporate Social Responsibility Strategies

During the last year, MWDA undertook a Best Value Review of sustainability and corporate social responsibility (CSR). The aim of the review was to identify which activities will enable the Authority to achieve its vision of sustainable waste management and addressing how the organisation affects society as it goes about its business.

The outcome of the review showed that whilst we do have some effective management processes for sustainability, there is more work to be done to ensure that our activities to manage waste sustainably are in line with key national policies, particularly the new Waste Strategy for England (2007), the UK Sustainable Development Strategy 'Securing the Future' (2005) and the 2006 UK Climate Change Programme.

MWDA has taken a lead from the Government in considering climate change as one of the key drivers for achieving sustainable development. The activities involved in producing and managing Municipal Solid Waste contributes some 3% of the total UK greenhouse gas emissions.

The Authority has therefore approved an overarching sustainability policy with supporting policies for sustainable procurement and the environment to sit alongside our existing CSR policy.

These policies will help to ensure that all the activities of the Authority give consideration to the economic, social and environmental aspects of sustainability. We will do this through:

- A consistent corporate approach to sustainability.
- Sustainable project management and procurement.
- Making greater use of sustainable decision-making tools.
- Development of an environmental management system.
- A CSR status report and action plan.
- A programme of stakeholder education, awareness and training.
- Improved understanding of sustainable development and sustainable waste

management by Authority Members, staff and our communities.

The Authority also agreed a sustainability action plan to support the new policies. The benefits of MWDA embracing sustainable development through delivering such an Action Plan will be to provide:

- Good corporate governance.
- Improved economic, social, environmental policies, decision-making, management and operations.
- Positive communications.
- Strengthened engagement and dialogue processes with the people of Merseyside and other stakeholders (employees, customers suppliers, users).
- Strengthen our Strategy and Procurement processes.
- More attractive investment opportunities.

The Authority has already:

- Amended the Corporate Plan to make the vision aims and objectives more sustainable.
- Incorporated sustainable development into the Joint Municipal Waste Management Strategy (JMWMS) for Merseyside and will undertake a sustainability appraisal as part of the update of the Strategy in 2007.
- Completed a Sustainability Appraisal and Strategic Environmental Assessment on the MWDA Planning Strategy for waste management facilities.
- Adopted the use of the Integrated Appraisal Toolkit for the North West as an appropriate decision support tool. We will be using the toolkit to integrate sustainability into the Authority's procurement process through the appraisal of future tender documents.

### 3.5.4 Education and Awareness Strategy

During 2006/7, MWDA has developed a programme of education, awareness and training to assist our communities and stakeholders to develop their knowledge and understanding of sustainable waste management.

This new programme aims to engage with the residents of Merseyside and influence a step change in their attitudes to waste. Activities will help residents recognise that waste is a resource rather than a problem, that the work of MWDA and its partners supports sustainable

living and economic and social well-being and helps individuals to reduce their impact on climate change through waste prevention, re-use and recycling.

The work has been a co-ordinated approach involving MWDA, District Councils and Mersey Waste Holdings Limited to ensure we are able to deliver education, awareness and training to a wide range of stakeholders from spring 2007 onwards.

The programme aims to:

- Assist our communities to develop their knowledge and understanding of sustainable waste management.
- Raise the profile of climate change, specifically in relation to waste and its management.
- Increase awareness of sustainable waste management issues within Merseyside's schools.
- Enable communities to be actively involved with waste prevention, reuse, recycling and composting activities and to empower them to develop local programmes and events.
- Increase awareness and engage Merseyside communities in national and local campaigns such as World Environment Day and Recycle Now Week.
- Facilitate training programmes and workshops on a wide range of waste and related sustainability issues.
- Produce educational resources which develop and increase partnership working between Districts Councils, communities and MWDA.
- Offer visits to our wide-ranging facilities thus maximising the use of our redesigned education centres at our facilities.

Specialist education centres have been developed at our facilities at the Bidston Integrated Waste Management Facility and the South Sefton HWRC in Bootle. Visits are already being actively promoted and organised.

Our education centres have been furnished with new audio visual equipment, clear and factual information boards, fun displays and a wide range of education material designed to provide information for workshops and presentations. We have also worked with local and external agencies on national campaigns to raise awareness.

MWDA has played a key regional role in sponsoring the development and testing of Planit

Waste – a unique learning and awareness computer simulation tool on sustainable waste management decision making aimed at Councillors, Local Authority staff and other stakeholders. During the past year, a training programme has been rolled out across all the Merseyside districts and within MWDA. 146 people have attended 10 workshops held to date and we plan to continue to support workshops using this very successful tool during 2007/8.

MWDA is also developing a toolkit called Educrate, which consists of recycling or waste related activities which can be completed at home. The aim of this toolkit is to engage with householders and communities in a fun but informative way so that effective changes are made at the source of waste production and householders effectively change their habits. The Edu-crates will become available during 2007.

MWDA will continue to build on its success of engaging with its communities and District Partners and will consider future education requirements as part of the development of the new waste contracts which commence in autumn 2008.

### **3.5.5 Communications Strategy**

Effective communications are key to both the delivery of quality waste management services and the development of the Authority as a whole. The Authority has developed a Communications Strategy in 2007 that has the following aims:

- To ensure that the Authority has appropriate ways of encouraging, listening to and taking account of community views and aspirations about its services.
- To contribute towards achieving the Authority's aims and objectives by having good internal communications which ensure that both staff and Members are kept well informed and involved.
- To provide information about the Authority's work which is up-to-date, accurate, relevant and provided in a way suitable for the people receiving it, and to optimise electronic communications to provide information and services by remote access to all those both locally and globally who wish to access information and services in this way.
- To strengthen the Authority's image and public awareness of its services through the use of a consistent corporate identity.

- To promote effective media relations and to encourage accurate reporting and coverage of events and issues relating to the Authority, recognising that the media may represent alternative views to those of the Authority.
- To continue to improve joint working with District Councils in relation to communications and marketing.

A number of trends have influenced the development of this Strategy. These are:

- The emerging role of community engagement and the requirement to develop Community strategies.
- The Performance Management Framework and the need to continuously improve service delivery which will include a Best Value Review of Communications in 2007.
- The opportunities offered by joint working initiatives to improve overall service delivery.
- The Procurement of a new multi-billion pound waste management contracts for 2008.
- The Education and Awareness Strategy to deliver a range of education, training and awareness initiatives as part of the overall communications approach to sustainable waste management.

### 3.5.6 Landfill Allowance Trading Scheme Strategy

The Landfill Allowance Trading Scheme (LATS) came into effect on 1st April 2005. It effectively limits the amount of Biodegradable Municipal Waste (BMW) a waste disposal authority may send to landfill. Biodegradable waste is waste which is capable of being broken down and includes paper, green waste, kitchen waste and an element of textiles.

Each waste disposal authority is issued with a set number of allowances for each year, with each allowance equating to one tonne of BMW going to landfill. The Trading Scheme introduces some flexibility by allowing waste disposal authorities to trade with each other for allowances where there are surpluses and shortfalls or to borrow and bank allowances from year to year except in target years (the first target year being 2009/10).

In 2005/06, Merseyside was given an allowance equating to 488,572 tonnes of BMW. The

allowance usage for that year was 426,418 tonnes and therefore the Authority was able to bank a surplus of 62,154 tonnes, this was in addition to additional allowances acquired through trades to secure sufficient allowances up to the first target year in 2009/10.

Performance was better than anticipated due to improved diversion rates and waste arisings not increasing at the rate predicted.

Trading prices are not fixed and are subject to market forces. Where an authority goes over its allowance in any one year and has not been able to trade or borrow, a penalty of £150 per tonne is imposed.

The number of allowances granted each year reduces with the aim being to collectively meet the EU Landfill Directive targets for the UK. It will therefore become increasingly difficult to manage within the Merseyside allowances until the Procurement Process has been fully implemented and suitable facilities are in operation to divert waste from landfill at the levels required in future years.

The BMW allocation for 2006/07 reduced to 458,951 tonnes. Although the closure of the 2006/07 account will not take place until 30th September 2007, the Authority anticipates that it will have a surplus of approximately 22,000 tonnes in that year. This surplus along with previous balances will be carried forward into future years.

## 3.6 Our Policies

The formulation and implementation of effective policies ensure consistency and transparency. All stakeholders of the Authority can have a clear understanding of what to expect from the Authority and staff know what is expected of them. Our policies include:

### 3.6.1 Corporate Social Responsibility Policy

The Authority recognises that its activities and services have a significant impact on the wider social, environmental and economic well being of the Merseyside area and beyond. By addressing these impacts MWDA can also improve the quality and performance of our core organisational processes and responsibilities.

The Authority has an adopted Corporate Social Responsibility (CSR) Policy which was included in a Sustainability Best Value Review during 2006. CSR is defined as 'a concept whereby companies

and other sectors integrate social and environmental concerns into their operations and in their interaction with their stakeholders on a voluntary basis'. The Authority has appointed a Corporate Social Responsibility Co-ordinator.

### 3.6.2 Equal Opportunities Policy

The Authority promotes the principles of equal opportunities through its Equal Opportunities Policy which ensures that no employee, job applicant or person in receipt of our services receives less favourable treatment on the grounds of race, age, gender, disability, marital status, nationality, ethnic origin, sexual orientation or religious belief.

### 3.6.3 Customer Care Policy

We are committed to providing professional, quality services that are value for money. To ensure this is achieved, a set of common standards have been identified which will be regularly monitored, to ensure that we strive to maintain and improve customer care performance.

(i) Dealing with Customers - We will:

- Treat you with respect and courtesy.
- Provide customer care training for all new staff, with follow-up training thereafter to ensure that staff provide a helpful and friendly service.
- Offer a professional and effective service based on up-to-date information sources and technology.

(ii) Comments and Complaints Procedure

We welcome your comments and complaints in order to further improve the service we provide. Complaints may be received in various ways, i.e. by telephone, in person, by e-mail or in writing. Complainants shall be made aware of the Comments and Complaints Procedure and given the opportunity to formally submit their comment or complaint. We will ensure that the Comments and Complaints Procedure is published and accessible to all.

(iii) Telephone Calls

We will endeavour to answer your call within 15 seconds (approximately four rings) between the hours of 8.30 am and 4.45 pm on working days. An answering machine is in use at weekends and when the office is unoccupied.

(iv) Dealing with Correspondence

We will endeavour to respond to your letters, faxes and e-mail's within five working days of receipt.

### 3.6.4 Whistleblowing Policy

The Public Interest Disclosure Act 1998 protects workers who 'blow the whistle' about wrongdoing. It mainly takes the form of amendments to the Employment Rights Act 1996 and, broadly speaking, applies where a worker has a reasonable belief that their disclosure tends to show one or more of the following offences or breaches:

- A criminal offence
- The breach in legal obligation
- A miscarriage of justice
- A danger to the health and safety of any individual
- Damage to the environment
- The unauthorised use of public funds
- Sexual or physical abuse
- Other unethical conduct
- Deliberate covering up of information tending to show any of the above

The Authority is committed to the highest possible standards of openness, probity and accountability. In line with that commitment the Authority expects employees and others that it deals with, who have any serious concerns about any aspect of the Authority's business, to come forward and voice those concerns.

The Authority has approved a Whistleblowing Policy intended to encourage and enable employees and others to raise serious concerns with the Authority rather than overlooking a problem or 'blowing the whistle' outside.

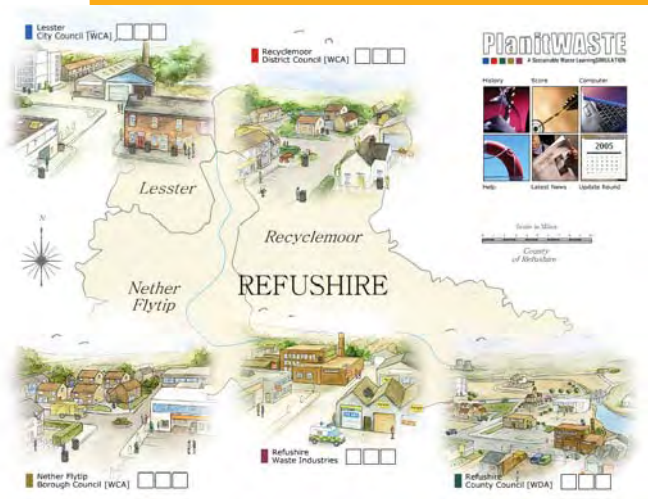
### 3.6.5 Communications Policy

In order to formalise the Authority's approach to communications, a Communications Policy has been produced. The policy is supported by a Communications Strategy and Action Plan to deliver the key communications actions within the Corporate Plan. The Communications Policy will improve the work of the Authority by:

- Improving communications with others and identifying ways in which the Authority can better deliver its services to stakeholders and customers



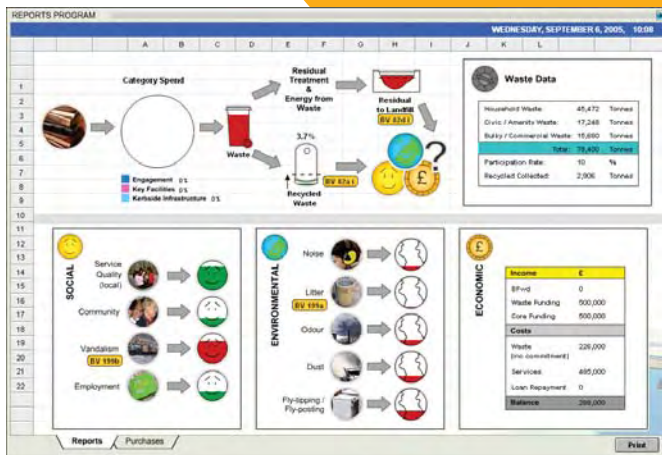
# Computer Simulation Helps Future Waste Plans



An innovative training programme is being used by MWDA to try and tackle serious environmental problems which could arise over the coming years.

PlanitWASTE - a £22,000 DEFRA-funded programme - has been rolled out across the region by MWDA during the last year. Developed by software experts Pixel Fountain, the technology aims to help local areas and decision makers virtually simulate and solve potential future waste management problems.

The training simulation consists of a model of a 'virtual' county area with three districts, all with different socio-economic, environmental and waste profiles.



The users input decisions that are being made by local authority officers and see how these areas will change over the next 15 years. They can affect everything from kerbside collection and the scale of recyclables to recycling centres and waste treatment and disposal. They can manipulate various factors and explore "what if" future scenarios for their community.

A similar version of the simulation software - called Planit North West - has been successfully rolled out to virtually all Local Strategic Partnerships in the North West by Pixel Fountain.

Carl Beer, Director of MWDA said: "This is a great model for future scenarios because it encourages a partnership approach between local authorities, businesses and the community. The unique aspect of using a computer game acts as a very productive learning tool for decision makers."

- Formalising the approach to both internal and external communications.
- Promoting partnership working and sharing of best practice.
- Identifying risks and opportunities and preparing for challenges.
- Enhancing the profile and credibility of the Authority and its services.
- Engaging and consulting with stakeholders.

### 3.6.6 Family Friendly Policy

Merseyside Waste Disposal Authority is committed to providing equal employment opportunities and to supporting staff in balancing domestic and work commitments.

The Authority's Family Friendly Policy outlines the support available through family friendly (flexible working and special leave) arrangements, and subject to the needs of the service, these employment practices are open to all employees. The Authority believes that the range of policies it provides:

- Helps employees to maintain a balance between work and home commitments.

- Helps in developing a culture where the needs of the employees to balance work and life commitments are recognised.
- Helps in the recruitment and retention of employees.
- Promotes Equal Opportunities.

### 3.6.7 Risk Management Policy

The Authority has an approved Risk Management Policy which has formed the basis of a Risk Management Strategy. The Policy incorporates a statement which identifies its commitment to establishing a risk management system and identifies typical risks which the Authority faces, mainly an occurrence which may have an impact on the achievement of the Authority's objectives.



# Recycling Gets Credit



Last year Merseyside prevented 4427 tonnes of waste going to landfill under a scheme which maximises community recycling.

Third Party Recycling Credits is a partnership of Merseyside Waste Disposal Authority (MWDA), Merseyside's five local councils and local community recyclers working together to achieve recycling targets.

The amount recycled last year is the equivalent of filling up 134 waste collection lorries. Nose to nose this would stretch 1.26km – the length of 13 football pitches.

Under legislation MWDA has discretion to pay Recycling Credits to third party recyclers, including non-profit making organisations, schools, voluntary groups, community groups and charities.

Across Merseyside there are 55 organisations on the scheme carrying out recycling at 221 locations. Last year's recycling consisted of:

Cans	97 tonnes
Cardboard	68 tonnes
Glass	671 tonnes
Green Waste	49 tonnes
Paper	1976 tonnes
Plastic	2 tonnes
Textiles	1564 tonnes

One local organisation has been using Recycling Credits for 20 years. In 1987 Bishop Eton Catholic Primary School (left) recycled 160 kg of paper, raising £12.96. In the 20 years since, the local community, parish and school have recycled 1680 tonnes of paper (the equivalent of 280 African elephants!) raising £45,274.04.

# Reviewing our Performance

The Authority identifies areas for improvement by undertaking Best Value Reviews, working with its auditors and learning from inspections. These three elements form the basis for our improvement plan that is described in the next section of this Annual Review and Best Performance Plan. The following is a summary of the outcomes of reviews, audits and inspections undertaken in the last year and future plans.

## 4.0 Review Programme

The Authority has completed its original Review Programme and has developed a programme for the next five years, reviewing key areas on a cyclical basis. The structure and timetabling of the review programme has been determined by considering:

- Contractual needs in relation to services.
- External pressures such as the need to meet recycling targets.
- Prioritisation for poor performing services.
- Resources available.

Reviews are conducted in accordance with Government guidance and broadly follow the five C's that are:

### (i) Challenge

- Identify the need and demand for the service.
- Analyse current arrangements.
- Challenge current service provision

### (ii) Consult

- Identify consultees including providers, users of the service, constituent authorities, other agencies, etc.
- Carry out consultation on possible options.
- Consult on preferred solutions.
- Feedback outcome of consultation.

### (iii) Compare

- Compare performance.
- Identify comparators.
- Create benchmarking networks.
- Collate and interpret comparative statistics.

### (iv) Compete

- Develop and appraise options.
- Assess the competitiveness of performance.
- Assess success in meeting relevant performance standards and targets.

### (v) Co-operate

- Agree improvement plan with stakeholders.
- Adopt a programme of implementation.

The Review Programme forms a critical part of the Authority's Performance Management System. It is this process which allows us to consider the Authority's current performance, the needs of our stakeholders through consultation and identify areas of improvement which will result in more effective and efficient services.

Each review culminates in the development of a Service Improvement Plan. Such plans are incorporated into the Authority's Service Plan to ensure that the actions for improvement identified within the review actually take place, thereby creating a continuous process for improvement.

## 4.1 Current Best Value Review Programme

The current Best Value Review Programme is as follows:

<b>Review programme 2004/05 to 2008/09</b>		<b>Start Date</b>	<b>End Date</b>
2006/07	Sustainable Development Waste Minimisation	Jun 06 Nov 06	Complete Oct 07
2007/08	Establishment Communications Strategy	Apr 07 Apr 07	Complete Mar 08
2008/09	Waste Management Strategy	May 08	Jan 09

## 4.2 Completed Best Value Reviews

### 4.2.1 Sustainable Development Best Value Review

The Authority undertook a Best Value Review of Sustainability during autumn 2006. Sustainable development is, by its very nature, a cross cutting theme and it was considered necessary to focus on areas of maximum impact and benefit to the Authority, stakeholders and the wider community. As such, the need to establish key policies was considered essential.

The review recommended the approval of three new key policies on:

- Sustainability
- Sustainable Procurement
- Environment

These policies together with the Corporate Social Responsibility policy and the amended Corporate Plan will provide a major commitment to sustainable development at the highest level within the Authority and help to justify the need for further detailed activities. The policies were approved by the Authority in spring 2007 together with an agreed phased approach to establish a wider range of sustainable activities over the short to medium term with priority given to sustainable procurement.

### 4.2.2 Establishment Best Value Review

The Establishment Best Review was completed in June 2007. The Review identified that in order to be able to deliver future projects a number of new key posts should be incorporated into the establishment structure. The Authority is currently undertaking a recruitment drive to fill these new posts. It is hoped that the full establishment structure will be complete by December 2007.

## 4.3 Outstanding/Delayed Best Value Reviews

### 4.3.1 Household Waste Recycling Centres (HWRCs) and Clinical and Hazardous Waste Best Value Reviews

These Reviews have been incorporated within the development of the Waste Management and Recycling Contract requirements as part of the Authority's Procurement programme.

## 4.4 Audits

### Annual Audit Letter 2005/06

The outcome of the audit for 2005/06 was reported to Members of the Governance Committee in our Governance Report on 29th September 2006. The purpose of this Annual Audit and Inspection Letter (letter) is to summarise the key issues arising from the work that the Audit Commission have carried out during the year. The following is an extract from the letter relating to its Key Messages:

### Key Messages

It was found that the Authority met the required standard for securing value for money. It performs well in monitoring and reviewing performance, risk management, financial management, and ensuring probity and propriety.

It identified that the Authority could do more to set, review and implement objectives, ensure that services meet user needs, ensure data quality, manage and improve value for money, and to manage its asset base.

The Governance Report concentrated on the value for money conclusions and the audit opinion at a high level. Other key messages are highlighted below.

## Waste Management inspection

The inspection of Waste Management concluded that the Waste Disposal Authority (WDA) provides a one star (or fair) service that has promising prospects for improvement. The Authority is taking a proactive approach to managing waste in the sub-region and is taking steps to improve the value for money of services for local people.

Areas for improvement included:

- The need to improve dialogue with local communities and the voluntary sector.
- Improving the approach to education and raising awareness about the environmental impact of rising waste and low recycling levels.

## Procurement of waste disposal facilities

The Authority is working with partners to secure the procurement of waste disposal facilities for Merseyside into the future. The Merseyside Waste Partnership has identified the procurement models and is committed to the significant financial costs of the project. The next critical phase of the procurement is the identification

and agreement of potential sites for new facilities and the agreement of planning permission. The Authority will need to continue to work closely with partners to ensure the success of this phase of the project.

## The Accounts

The Authority's accounts were prepared and approved in line with statutory requirements and we were able to provide an unqualified opinion. The accounts presented for audit were available on time and there were no other significant issues which required a report to the Authority in relation to the accounting statements or the underlying systems that were also reviewed.

For the first time the Authority was required to complete a return for Government to support the preparation of the Whole of Government Accounts (WGA). We reviewed the WGA submission and were able to confirm to Department of Communities and Local Government (DCLG) that it was in line with the accounts.

The full Annual Audit Letter is available from [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk).



# The MRF Is The Star

Merseyside's mission to increase its recycling levels have been boosted this year by the introduction of a state-of-the-art waste management facility in Wirral.

The new Materials Recovery Facility (MRF) at Bidston is fast becoming the star of the show in terms of recycling. Opened in 2006, the MRF has been funded by the Department of Environment, Food and Rural Affairs (DEFRA) and Merseyside Waste Disposal Authority, and is already starting to contribute to improving recycling rates across the region.

The new facility is accepting recyclable material collections from both Wirral and Liverpool councils. News is also spreading far and wide about its success – recent visitors to the site being a delegation from Dublin City Council. Demand for its processing capacity means that it will soon extend its hours of operation allowing it to sort approximately 70,000 tonnes per year.

The MRF is a facility at which mixed dry recyclable waste is extracted and sorted by the use of mechanical separation techniques. It employs a system of conveyors that carry the recyclables over sorting screens and other sorting mechanisms. These divide the components of the dry recyclables which pass over magnetic and eddy current separators. Advanced optical materials recognition equipment then separates out different types of materials.

After the sorting of the materials there is a bulking and storage function whereby balers are used to compress some of the recyclables (cans and bottles) into dense bales for transport to the material reprocessors. Other materials are bulked for transport.



# Monitoring our Performance

Put simply we use Best Value to improve the services we provide to you. Best Value is the duty of continuous improvement for local authorities as set by the Local Government Act 1999.

Over the year we conduct best value reviews, which look at how we provide services. These reviews include talking to the people who use, and could use the services. We ask them what they think of the service and what improvements would help them.

We also look at our performances and see how we are doing, comparing ourselves to others who provide similar services. The review will look at different ways of providing services, to see if there are alternatives that could improve what we do.

You can use the Best Value Performance Plan to see what services we review each year. Our Best Value Performance Plan is an annual report produced by MWDA detailing current performance levels, actions, and future performance standards expected.

The Plan also outlines how we compare with other people and how we have performed against the targets, which we have to meet. These are Best Value Performance Indicators (BVPI's), which are a national measure of performance, set by central Government.

The objective of Best Value is to ensure that management and business practices in local government deliver better and more responsive public services.

Best Value in local government is about local authorities and councils:

- Balancing quality service provision against costs.
- Achieving sustainable development.
- Being accountable and transparent, by engaging with the local community.

- Ensuring equal opportunities.
- Continuously improving the outcomes of the services they provide.

## 5.1 Monitoring our Performance

The following section provides information on the Authority's performance by way of Best Value Performance Indicators (BVPI's). This includes:

Corporate Health Indicators – to provide information on how the Authority is performing on an organisational level. These indicators are prescribed nationally under Best Value legislation.

Environmental Indicators – to provide information on how the Authority is performing on an environmental level, particularly in relation to waste disposal, recovery and recycling. These indicators are prescribed nationally under Best Value legislation.

The Authority's Local Indicators – to provide a broad view of the Authority's performance. These indicators have been developed by the Authority to highlight particular areas of interest, specific to our type of organisation.

The following tables include an indication of how we are performing using the following key:

### Arrow Direction:

- ↑ Improved Performance
- ↓ Reduced Performance
- Maintained Performance

### Colour:

- Target Achieved
- Target Not Achieved



## 5.2 Approach to Efficiency Improvement

Improvements in performance are identified in the establishment of performance targets. Those set for 2006/07 are aimed at supporting continuous improvement within the Authority and guidance for setting such targets has been formulated within the Authority.

The guidance recognises the need to improve the quality of services as well as their value for money. Improvements in recycling performances, for example, may result in additional expenditure rather than savings, however, the Authority will consider the most cost effective methods for achieving improved performance.

The Authority recognises the contribution it can make to delivering efficiency improvements for itself and the constituent District Councils. In particular the large-scale procurement of contracts for the treatment and disposal of residual waste is designed to economies of scale throughout the life of the contract as a central part of the process. Some of the mechanisms that are examined in the Procurement Process are:

- Contracting method.
- Organisation.
- Work package/clustering e.g. geographic.
- Payment mechanisms.
- Incentives/benefits e.g. target cost plus milestones and benchmarking.

Whilst waste management costs are set to rise, efficiency improvement measures will keep cost

increases to acceptable levels. We have also examined our corporate services including the procurement of other goods and services, and capital projects within the Authority to look for innovation and efficiency savings.

## 5.3 Comparisons

In order that our performance can be properly evaluated, a number of comparisons are included in this section where possible. Commentary has been included at the end of each section to highlight the major issues relating to the Authority's performance. We have provided a year on year evaluation that shows the BVPI's for the previous year, the current year and what we are aiming for in coming years.

Additional information has also been provided to show comparison of the Authority's Environmental Health Indicators as compared with other Joint Waste Disposal Authorities e.g. Greater Manchester Waste Disposal Authority and the London Waste Authorities.



## 5.4 All Joint Waste Disposal Authorities

Statutory environmental indicators 2006/07

BVPI	Description	ELWA	GMWDA	MWDA	NLWA	WLWA	WRWA
82a	Percentage of total tonnage of household waste arisings which have been recycled.	13.5%	26.8%	13.7%	17.75%	19.79%	22.07%
82b	Percentage of total tonnage of household waste arisings which have been sent for composting.	4.73%	Included in 82(a)	8.6%	6.79%	10/16%	1.73%
82c	Percentage of total tonnage of household waste arisings which have been used to recover heat, power and other energy sources.	9.47%	10.52%	0.05%	39.66%	0.01%	0.22%
82d	Percentage of total tonnage of household waste arisings which have been landfilled.	64.11%	62.63%	77.65%	35.8%	69.98%	75.79%
84a	Number of kilograms of household waste collected per head	488.9kg	513kg	TBC	476kg	434.7kg	387kg
84b	Household waste collection (% change in kilograms per head)	+0.24%	(2.9%)	TBC	Dealt with by WCAs	-4.18%	+1.29%
87	Cost of waste disposal per tonne for municipal waste.	TBC	£76.35 TBC	TBC	TBC	TBC	£50.78
90c	The percentage of people satisfied with waste disposal	TBC	Not required	Not required	TBC	TBC	71%

**ELWA** East London Waste Authority  
**GMWDA** Greater Manchester Waste Disposal Authority  
**MWDA** Merseyside Waste Disposal Authority  
**NLWA** North London Waste Authority  
**WLWA** West London Waste Authority  
**WRWA** Western Riverside Waste Authority

# £90m Boost To Help Cut Region's Waste

In July Merseyside secured a £90 million grant needed to kick start a £3 billion programme designed to help tackle the region's mounting household waste production for generations to come.

The Department of the Environment, Food and Rural Affairs (DEFRA) grant is a major vote of confidence in Merseyside Waste Disposal Authority's (MWDA) plans to create new recycling and waste treatment facilities.

The new facilities will be funded through a Private Finance Initiative (PFI) worth around £3 billion and will be supported by the DEFRA cash - one of the largest cash injections of its kind in the country.

MWDA aims to cut the amount of waste sent to landfill by nearly a half million tonnes (from 83% to just 19%) and to raise recycling rates to 45% by 2020.

Director of MWDA, Carl Beer said: "This is fantastic news and means we can begin to make real inroads on our recycling targets. We are already looking at identifying where to build new facilities with this money."

Joan Ruddock, Parliamentary Under Secretary for Climate Change, Biodiversity and Waste, said: "Reducing our reliance on landfill is an essential part of the drive to tackle climate change. Merseyside's scheme sets challenging targets, and I am pleased to see them make such an ambitious commitment."



# Merseyside Pioneers New Waste Technology

An innovative waste processing facility in Knowsley is to start operating at the end of 2007, in a partnership between Merseyside Waste Disposal Authority (MWDA), Defra, Fairport Engineering and the Northwest Regional Development Agency (NWDA).

The £13m waste recycling and treatment facility on Huyton Business Park will treat up to 50,000 tonnes of waste from Merseyside homes every year and stop over 80% of it going to landfill.

The facility will operate until April 2009 as part of the New Technology Demonstrator Programme funded under Defra's Waste Implementation Programme. It will save around £1.5 million a year in waste disposal costs on Merseyside and will create up to 23 jobs locally.

The technology will use an environmentally friendly, low-temperature heat treatment process to convert non-hazardous household waste into valuable renewable fuel products. It will also recover recyclable materials such as metals, glass, stone and mixed plastics.

Waste processing will start towards the end of 2007 – when the existing building has been fully modified, and the facility has been fully built.

MWDA Chairperson, Councillor Kevin Cluskey, said: "This project is a major opportunity for Knowsley, and the whole of Merseyside, to get to the forefront of recycling and new generation waste treatment technology. It will by no means solve all Merseyside's waste problems. However, it demonstrates the kind of creativity and commitment we have got to show if we are ever going to get to grips with the vast mountains of waste currently sent to landfill."



## Corporate health indicators

		2005/06 Actual	2006/07 Target	2006/07 Actual	2007/08 Target	2008/09 Target	2009/10 Target	Note
BVPI11a	The percentage of top 5% earners that are women	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%	→
BVPI11b	The percentage of top 5% earners from black or minority ethnic communities	0%	3.50%	0%	3.50%	3.50%	3.50%	→
BVPI11c	The percentage of top 5% earners who have a disability	0%	3.50%	0%	4.30%	4.30%	4.30%	↓
BVPI12	Average no. of working days lost to sickness per employee	7.08 days	10.47 days	12.93 days	10.5 days	10.5 days	10.5 days	↓
BVPI14	Early retirements (excluding ill-health retirements) as a percentage of the total workforce over 50 years of age	0%	0.20%	0%	0.41%	0.41%	0.41%	↓
BVPI15	Ill-health retirements as a percentage of the total workforce	4.00%	0.36%	0%	0.21%	0.21%	0.21%	→
BVPI16a	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	0%	3.50%	0%	4.30%	4.30%	4.30%	→
BVPI16b	... compared with the percentage of economically active disabled people in the authority area	3.50%		4.30%				Benchmark only
BVPI17a	The percentage of local authority employees from minority ethnic communities	6.15%	6.15%	6.56%	6.90%	6.90%	6.90%	↑
BVPI17b	...compared with the percentage of the economically active minority ethnic community population in the authority area	3.50%		3.50%				Benchmark only
BVPI156	The percentage of Authority buildings open to the public, with suitable access for the disabled [Approved Document M-2004]	100%	100%	100%	100%	100%	100%	→
BVPI157	The percentage of interactions with the public, which are capable of electronic service delivery	100%	100%	100%	N/A	N/A	N/A	→

### Comments on Corporate Health Indicators

↓ BVPI 12 Average number of working days lost to sickness per employee

The average number of working days lost to sickness in 2006/07 was 12.93 days compared to a target of 10.47 days. This is an increase in last year's sickness levels which stood at 7.08 days.

Long-term sickness absence, which has a significant effect on a small Authority, has led to this increase.

However, the Authority will ensure that Sickness Absence Management procedures are applied consistently throughout the year and will continue to carefully manage any future absences in order to increase performance improvement in 2007/08.

## Environmental indicators

		2005/06 Actual	2006/07 Target	2006/07 Actual	2007/08 Target	2008/09 Target	2009/10 Target	Note
BVPI82a (i)	Total tonnage of household waste arisings - percentage recycled	11.78%	22.40%	13.92%	12.50%	15.35%	17.78%	↑
BVPI82b (i)	Total tonnage of household waste arisings - percentage composted	6.73%		8.60%	13.50%	13.50%	15.78%	↑
BVPI82c (i)	Total tonnage of household waste arisings - percentage used to recover heat, power and other energy sources	0.05%	0.05%	0.04%	0.05%	0.05%	0.04%	↓
BVPI82d (i)	Total tonnage of household waste arisings - percentage landfilled	81.38%	77.55%	77.44%	75.05%	71.10%	66.39%	↑
BVPI82a (ii)	Total tonnage of household waste arisings - tonnes recycled	90,734	96,600	107,632	111,500	130,700	N/A	↑
BVPI82b (ii)	Total tonnage of household waste arisings - tonnes composted	51,816	83,500	66,452	94,300	114,800	N/A	↑
BVPI82c (ii)	Total tonnage of household waste arisings - percentage used to recover heat, power and other energy sources	389.1	400	330	400	500	N/A	↓
BVPI82d (ii)	Total tonnage of household waste arisings - tonnes landfilled	627,185	623,200	598,562	621,500	605,700	N/A	↑
BVPI84a	Kg of household waste collected per head of population each year	564kg	589kg	565kg	589 kg	606 kg	624kg	↑
BVPI84b	Percentage change from the previous financial year in the kg of household waste collected per head of population	-2.89%	4.43%	0.01%	4.10%	2.8%	2.8%	↑
BVPI87	Cost of waste disposal per tonne for municipal waste	£46.67	£51.50	£54.72	£55.50	£59.50	£68.43*	↓

\*This is the first full year impact of new contracts which are currently being procured and this target will be subject to the outcome of the procurement.

# The Great Merseyside Compost Giveaway



Merseyside Waste Disposal Authority (MWDA) and Mersey Waste Holdings (MWH) have been giving away a massive 400 tonnes of FREE compost during 2007.

The initiative has involved giving away thousands of 20-litre bags of peat-free compost over eight months at selected Household Waste Recycling Centres (HWRCs) throughout Merseyside.

The compost was available to all Merseyside householders – all they had to do was bring a load of their own green and garden waste to a designated HWRC in exchange for a compost voucher. After collecting three vouchers from three separate visits householders could exchange them for a free bag of compost.

During April Southport HWRC saw an extra 280 tonnes of green waste brought to the site compared to the same period in 2006 - a 12% increase. And South Sefton HWRC saw an extra 70 tonnes of green waste delivered to the site by local residents compared to the same period last year – a 2% increase.

In a 2006 survey, 47% of people said that the compost giveaway would encourage them to bring their green waste to a HWRC.

Councillor Kevin Cluskey, Chairperson of MWDA, said: "Merseyside households are currently creating over 700,000 tonnes of waste every year, with only a small amount of this being recycled or composted – if this doesn't change then the region could face tough financial penalties from government, which could in turn be passed onto the taxpayer. Composting our green waste is an effective way to cut this tonnage down."

# The Northwest Remade By Merseyside

In April 2006, the staff of the Clean Merseyside Centre (CMC) were transferred to Envirolink Northwest to form a new team called Recycling and Waste. Envirolink Northwest was set up in 2000 to support the development and growth of the environmental goods and services sector in the Northwest region.

The CMC staff formed a sub-team within Recycling and Waste, called the Market Development team. All of the funding for the new team was secured by July for a three year period, and all additional staff were recruited by November.

In order to maximise the opportunities throughout the supply chain, the Recycling and Waste team has four main elements:

- Research and development
- Technology commercialisation
- Sector development
- Market development

The Market Development team has continued the work of the Clean Merseyside Centre,

extending support to businesses from Merseyside to the whole Northwest region. The team has three areas of focus:

- Developing markets for compost and organic waste materials
- Increasing the use of recycled materials in manufacturing and industry
- Procurement - the 'Buy Recycled Code'

The team works closely with the Sector Development team to ensure there are high-value and sustainable markets for materials produced by waste treatment and reprocessing facilities in the Northwest region. The project is funded by the Northwest Regional Development Agency, Defra's BREW (Business Resource Efficiency & Waste) programme and Northwest Local Authorities.





## Percentage of municipal waste diverted

	<b>2006/07 Target</b>	<b>2010 Target</b>	<b>2015 Target</b>	<b>2020 Target</b>
MWDA - (HWRC Sites)	50%	45%	50%	55%
Knowsley MBC	15%	33%	38%	44%
Liverpool CC	12%	33%	38%	44%
Sefton Council	22%	35-40%	38%	38-40%
St Helens Council	21%	33%	38%	40%
Metropolitan Borough of Wirral	14%	30%	40+%	40+%
Overall Pooled Target	<b>25%</b>	<b>33%</b>	<b>38%</b>	<b>44%</b>

The above targets are those published in the Joint Municipal Waste Management Strategy for Merseyside and the actual performance is based on municipal waste and therefore varies from BVPI information provided elsewhere as it is based on household waste only.

## Landfill Allowance Trading Scheme (LATS)

	<b>2005/06 Allowance</b>	<b>2005/06 Actual</b>	<b>2006/07 Allowance</b>	<b>2006/07 Estimated</b>	<b>2007/08 Allowance</b>	<b>2008/09 Allowance</b>	<b>2009/10 Allowance</b>
Tonnes to Landfill	488,572	462,418	458,951	436,449	419,457	370,089	310,848
	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
Annual Waste Arisings Increase / (Reduction)	3.00%	(3.66%)	3.00%	1.77%	1.75%	1.75%	1.75%

### Comments on LATS Performance

Merseyside receives a set number of landfill allowances each year under the Landfill Allowance Trading Scheme (LATS), each allowance equating to one tonne of Biodegradable Waste (BMW). Because we are dealing with finite tonnages and not percentages, waste growth has a significant impact on how we manage our LATS allowances.

We need to predict the amount of waste being generated as well as how much BMW is diverted.

Waste has grown at a typical rate of 3% nationally per annum, however in recent years there has been a significant slowing of waste growth and in 2005/06 Merseyside experienced a reduction in waste arisings. Although there has been a resumption in the growth of waste arisings in 2006/07, there is a renewed focus on preventing and reducing the amount of waste we produce and this will have a positive impact on the Authority's management of its landfill allowances in future years.

## Asbestos service

	2004/05 Target	2004/05 Actual	2005/06 Target	2005/06 Actual	2006/07 Target	2006/07 Actual	2008/09 Target	Note
Average waiting time between enquiry and disposal of asbestos waste by a householder	50 days	45 days	40 days	48 days	38 days	27 days	31 days	↑

↑ Average waiting time between enquiry and disposal of asbestos waste by a householder.

The average waiting time for the asbestos disposal service has improved dramatically from 48 days in 2005/06 to 27 days in 2006/07. The Authority took a proactive approach to managing the service in 2006/07, increasing capacity where demands for the service peaked. We hope to maintain this level of service and have revised targets to one month's waiting time which reflects the operational constraints of the service.

## 5.10 Household Waste Recycling Centres Performance

Merseyside Waste Disposal Authority provides 14 Household Waste Recycling Centres across the region for residents to use for the recycling and disposal of household waste. The Household Waste Recycling Centres (HWRC) percentages of waste recycled and composted or diverted from landfill are tabled below.

### Household waste recycling centres

	2005/06 Actual	2006/07 Target	2006/07 Actual	2007/08 Target	Note
Formby	45.63%		52.7%		↑
Sefton Meadows	29.85%		32.6%		↑
Otterspool	27.92%		36.9%		↑
Kirkby	36.36%		42.8%		↑
Rainford	41.34%		41.7%		↑
Rainhill	40.35%		46.7%		↑
Ravenhead	33.12%		43.1%		↑
Newton-le-Willows	45.39%		48.0%		↑
Bidston Moss	31.83%		43.4%		↑
West Kirby	45.19%		51.5%		↑
Clatterbridge	30.55%		39.8%		↑
South Sefton Recycling Park	50.34%		51.0%		↑
Southport	34.54%		36.1%		↑
Huyton	20.19%		34.2%		↑
<b>All sites – Household Waste</b>	<b>33.30%</b>	<b>41.00%</b>	<b>40.5%</b>	<b>45.00%</b>	<b>↑</b>
<b>All sites - Total Waste Diverted from Landfill</b>	<b>44.48%</b>	<b>44.48%</b>	<b>50.3%</b>	<b>54.00%</b>	<b>↑</b>

## Comments on HWRC Performance

The Authority provides 14 Household Waste Recycling Centres (HWRCs) across Merseyside for residents to recycle or dispose of their household waste. Improvement in recycling performance at the HWRCs was maintained in 2006/07 with the Total Waste Diverted from Landfill Target of 44.48% being exceeded. However, whilst the Household Waste recycling target was met

at the majority of HWRCs, the overall target set for 2006/07 of 41% was not met.

In 2007/08, we will continue to work with our contractor Mersey Waste Holdings Ltd. and other stakeholders to implement specific projects to improve recycling performance at the HWRCs. We also plan to develop an additional HWRC within the Liverpool area, and improve recycling facilities at Sefton Meadows HWRC.

## Household waste recycling centres Locations and recyclable materials key

Household Waste Recycling Centre	Asbestos (by appointment only)	Batteries (car/household)	Cans	Cardboard	Franchisee	Fluorescent tubes	Glass Bottles / Jars	Garden Waste	Engine Oil	Paper	Plastics* (trial only at this site)	Rubble	Scrap Metal	Textiles	Timber	Tyres	Fridges / Freezers / White goods
Bidston - Wallasey Bridge Road, Birkenhead	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Clatterbridge - Mount Road, Clatterbridge		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	
Formby - Altcar Road, Formby		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	
Huyton - Ellis Ashton Street, Huyton	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Kirkby - Depot Road, Kirkby		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	
Newton - Junction Lane, Newton - Le - Willows		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	
Otterspool - Jericho Lane, Liverpool		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Rainford - Southern Lane, Rainford		✓	✓	✓	✓			✓	✓	✓		✓	✓	✓	✓	✓	
Rainhill - Tasker Terrace, Rainhill		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	
Ravenhead - Burtonhead Road, St Helens		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Sefton - Sefton Lane, Maghull		✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Southport - Foul Lane, Southport	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
South Sefton - Irlam Road, Bootle		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
West Kirby - Greenbank Road, West Kirby		✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	

## 5.12 Financial Picture

The need to improve recycling performance and attain greater diversion from landfill requires investment in new operational arrangements. This, together with continued increases in waste generation and in Landfill Tax rates, has a direct effect on the Authority's budget.

The Authority's Revenue Budget for 2007/2008 is shown below along with the comparative figures for 2006/2007.

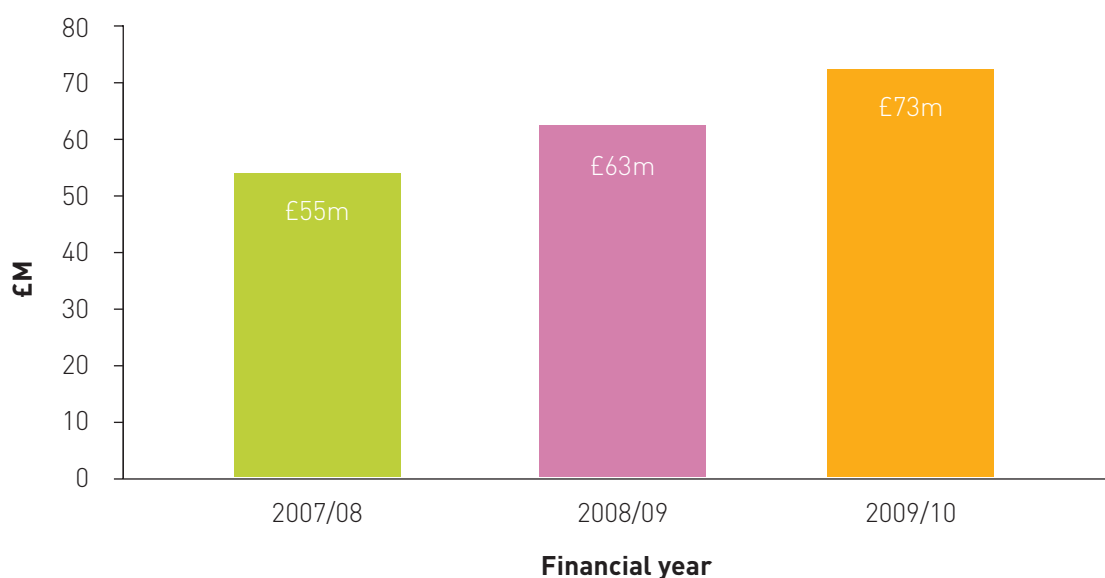
	2006/07 Budget £M	2006/07 Actual £M	2007/08 Budget £M
Disposal of District Waste & Recycling Credits	20.0	19.0	21.9
Waste Recycling Centre Provision	8.5	8.3	8.5
Other Costs	4.6	4.0	6.5
Landfill Tax	15.8	15.4	16.9
<b>Total Expenditure</b>	<b>48.9</b>	<b>46.7</b>	<b>53.8</b>
Less: Income	1.4	1.3	1.4
<b>Net Expenditure</b>	<b>47.5</b>	<b>45.4</b>	<b>52.4</b>
Authority Balances To/From	-	2.1	2.4
<b>The Levy</b>	<b>47.5</b>	<b>47.5</b>	<b>54.8</b>

### Three year forecast

The following provides a three-year budget forecast based upon the known factors, which are expected to affect the Authority including continued Landfill Tax and waste arising

increases. The Authority also resolved to make contributions to reserves in anticipation of high costs involved in the tendering of waste processing contracts to replace landfill.

#### Three year forecast



# National Green Award For Merseyside

Merseyside picked up a prestigious “green” accolade in 2006.

At a gala ceremony in the Tower of London the Green Apple Environment Award, part of the National Green Apple Awards, was handed over to Cllr Kevin Cluskey (left), Chairperson of Merseyside Waste Disposal Authority (MWDA).

The annual event, held in front of the UK’s environmental management sector, is organised by The Green Organisation and rewards environmental best practice around the country. The presentation was made by Professor David Bellamy with the Award in the category of ‘Environmental Best Practice by Local Authorities’.

The winning campaign was the result of joint work between MWDA, Sefton Metropolitan Borough Council and Liverpool City Council which encouraged local people to prevent junk mail by signing up with the Mail Preference Service (MPS).

From selected postcodes in Liverpool and Sefton, local residents were encouraged to sign up to the MPS – the result being that 20 tonnes of waste was avoided, 337 trees were saved and the production of 7.4 tonnes of CO2 prevented.

As well as collecting the Green Apple Award, a broad-leaved tree was also been planted on behalf of Merseyside.

Cllr Kevin Cluskey, Chairperson of MWDA, said: “We are honoured to pick up this award; it makes all the hard work of the recycling teams involved worthwhile. Hopefully we’ll be back for another next year!”



# Achievements and Plans for Improvement

<b>WHAT WE DID LAST YEAR 2006/07</b>	<b>WHAT WE PLAN THIS YEAR 2007/08</b>	<b>OUR FUTURE PLANS AND PRIORITIES 2008 - 2010</b>
WE AGREED to work with our partners to update the Joint Municipal Waste Management Strategy for Merseyside (JMWMS), and obtained Department for Environment, Food and Rural Affairs consultancy support for the project.	WE will COMPLETE the update of the JMWMS and obtain approval from all members of the Merseyside Waste Partnership (MWP).	WE PLAN to implement systems which will deliver against the JMWMS objectives and to begin a full review of the JMWMS for completion in 2010.
WE DEVELOPED a draft Inter-Authority Agreement (IAA) with the Merseyside Waste Collection Authorities to promote effective co-operation.	WE PLAN to complete an Inter Authority Agreement between members of the Merseyside Waste Partnership.	
WE DEVELOPED AND MONITORED the role of the District Council Action Plans (DCAP's) to ensure they were compatible with strategic objectives.	WE PLAN to undertake sustainability appraisals of the DCAP's and ensure a strategic fit with the JMWMS Update.	WE will WORK with the Local Authorities to review the DCAP's to ensure they remain fit for purpose.
WE UNDERTOOK a Best Value Review of Sustainable Development and Corporate Social Responsibility (CSR).	WE PLAN to implement the Options for Change plan following the Best Value Review to deliver sustainable development and CSR.	WE PLAN to integrate sustainable development across all our activities and projects.
WE IMPLEMENTED schemes to deliver waste minimisation and re-use objectives.	WE will COMPLETE a Best Value Review of prevention (incorporating waste minimisation and re-use) and DEVELOP a Waste Prevention Action Plan as part of the JMWMS.	WE will WORK with our partners to implement the Waste Prevention Action Plan.
WE DEVELOPED an Education, Awareness and Training Programme for the Authority and refurbished the education centres at our facilities in Bidston and South Sefton.	WE will IMPLEMENT our Education and Awareness and Training Programme.	

<b>WHAT WE DID LAST YEAR 2006/07</b>	<b>WHAT WE PLAN THIS YEAR 2007/08</b>	<b>OUR FUTURE PLANS AND PRIORITIES 2008 - 2010</b>
	WE will REVIEW the role of the Community and Voluntary Sector in the delivery of the JMWMS.	WE will CONTINUE to WORK with the Community and Voluntary Sector in the delivery of the JMWMS.
	WE will REVIEW the role of the Merseyside Waste Partnership with the District Councils and Halton Borough Council.	We will CONTINUE to develop the role of the Merseyside Waste Partnership.
WE SUPPORTED the establishment of a North West market development programme through Envirolink.	We will COMPLETE a review of recyclers and reprocessors on Merseyside to support our Procurement programme.	We PLAN to monitor and develop Merseyside deliverables through the Envirolink Market Development Programme.
WE COMPLETED and published the results of the Waste Composition Analysis and used the results to inform our Procurement Programme.		
We AGREED to adopt the 'Recycle for Merseyside' brand and approach in line with national 'recyclenow' campaign.	WE plan to ESTABLISH a Joint communications protocol and implement a communications project 'Recycle For Merseyside'.	We will CONTINUE to develop joint communications and the role of the Merseyside Waste Partnership.
WE ESTABLISHED a Procurement Group to identify how the long-term supply of services will be dealt with and COMMENCED the Procurement Process in 2005/06.	WE PLAN to have gained PFI Credits and be working towards selecting service providers, who will undertake our waste management contracts and deliver the objectives of the JMWMS.	WE PLAN to let new contracts for waste management services from 2008.
WE COMPLETED a lease agreement with the Forestry Commission for the long term management of Bidston Moss Community Woodland.	WE PLAN to open the Bidston Moss Community Woodland to the general public and to develop the Bidston Moss Community Woodland in partnership with the Forestry Commission for the benefit of the general public.	We PLAN to continue to support the Forestry Commission in the establishment of the Community Woodland.
WE UNDERTOOK a review of the opportunity to develop the Red Quarry Closed Landfill Site as a Community Woodland in partnership with the Forestry Commission.	WE PLAN to complete a lease agreement with the Forestry Commission for the long term management of the Red Quarry Community Woodland.	We PLAN to support the establishment of a Community Woodland at Red Quarry in partnership with the Forestry Commission.

<b>WHAT WE DID LAST YEAR 2006/07</b>	<b>WHAT WE PLAN THIS YEAR 2007/08</b>	<b>OUR FUTURE PLANS AND PRIORITIES 2008 - 2010</b>
Having successfully ACQUIRED £5.4m of funding from DEFRA we have substantially completed and are operating an Integrated Waste Management Facility at Bidston (Waste Transfer Station, Household Waste Recycling Centre, Materials Recovery Facility, In-Vessel Composting Facility and Visitors Centre).	WE PLAN to complete outstanding works and further improvement works at Bidston Waste Management Facility.  WE will REVIEW the provision of In-vessel composting facilities in Merseyside.	We PLAN to provide a further two additional HWRCs in Merseyside.
We have been WORKING in partnership with the District Council's to provide additional Household Waste Recycling Centres (HWRCs) in Merseyside.	We PLAN to provide an additional HWRC in Liverpool subject to planning approval.	We PLAN to provide a further two additional HWRCs in Merseyside.
We COMPLETED improvement works to Foul Lane Household Waste Recycling Centre (HWRC).	WE PLAN to carry out significant improvement works to Sefton Meadows HWRC.	
WE IDENTIFIED and implemented a Member Training and Development Programme in 2006/07.WE UNDERTOOK an annual review of our Code of Corporate Governance.	WE PLAN to continue our Member Training and Development Programme.WE PLAN to implement the improvements identified in our review of our Corporate Governance.	WE PLAN to review our Code of Corporate Governance on an annual basis.
WE IMPLEMENTED new information systems to support our ICT Strategy.  WE DEVELOPED a Corporate Communications Strategy.	WE PLAN to review our ICT Strategy.  WE PLAN to conduct a Best Value Review of Communications in 2007/08.	
WE IMPROVED recycling performance at our Household Waste Recycling Centres from 22.2% to 33.3%.	WE PLAN to continue to improve recycling performance at our Household Waste Recycling Centres.	WE PLAN to include the provision of HWRC services within the Procurement Process.
		WE PLAN to provide new facilities for recycling of household waste.
WE IMPLEMENTED further recommendations identified in the Clinical Waste BVR Service Improvement Plan.		WE PLAN to include the provision of clinical waste treatment services within the Procurement Process.



<b>WHAT WE DID LAST YEAR 2006/07</b>	<b>WHAT WE PLAN THIS YEAR 2007/08</b>	<b>OUR FUTURE PLANS AND PRIORITIES 2008 - 2010</b>
<p>WE COMPLETED the landscaping works at Billinge Hill Quarry Landfill Site and commenced a 5 year landscape maintenance programme.</p> <p>WE COMPLETED an easement agreement with the Landowner of the Access Road leading to the site, and commenced downgrading works on the road itself.</p>	<p>WE PLAN to complete the downgrading works to the Access Road leading to the site and continue with a programme of landscape maintenance for the next 4 years.</p> <p>WE SHALL continue to undertake environmental monitoring of the site and carry out any environmental remedial works required.</p> <p>WE PLAN to complete landscaping works at the former Red Quarry Landfill Site in partnership with the Forestry Commission.</p>	<p>WE PLAN to continue the five year landscape maintenance programme which commenced in 2006.</p> <p>WE PLAN to commence soil restoration works at the former Foul Lane Landfill Site.</p>
<p>WE UNDERTOOK a survey of existing Household Waste Recycling Centres (HWRC) and identified a programme of development and improvement works for the future.</p>	<p>WE PLAN to develop a new HWRC and carry out major improvements to a least one existing facility this year.</p>	<p>WE PLAN to continue with the development of a further two new HWRC's across Merseyside.</p>
<p>WE REVIEWED resource levels in relation to procurement and have expanded the procurement team to deliver our plans.</p>	<p>WE PLAN to implement a revised Establishment Structure to meet current and future needs.</p>	



# Contact Information

We would be interested to know what you think about the contents of this Annual Review and Best Value Action Plan. If you have any comments on the Authority's performance or require any further information, you can contact us at:

Merseyside Waste Disposal Authority  
6th Floor, North House  
17 North John Street  
Liverpool  
L2 5QY

Tel: 0151 255 1444  
Fax: 0151 227 1848  
E-mail: [enquires@merseysidewda.gov.uk](mailto:enquires@merseysidewda.gov.uk)  
Website: [www.merseysidewda.gov.uk](http://www.merseysidewda.gov.uk)

## Freedom of Information Scheme

The Authority has an approved publication scheme prepared under the requirements of the Freedom of Information Act 2000, which details what information the Authority provides. The scheme is available on request or on our website: [www.merseysidewda.gov.uk](http://www.merseysidewda.gov.uk) or by calling Tel: 0151 255 1444.

The Authority is responsible for the preparation of the Annual Review and Best Value Performance Action Plan and for the information and assessments set out in it, and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the Performance Plan have been derived. The Authority is satisfied that the information and assessments included in this document are in all material respects accurate and complete and that the actions are realistic and achievable.

## Other formats

Merseyside Waste Disposal Authority (MWDA) is the local authority responsible for managing, recycling and disposing of the waste produced by local residents in partnership with the five district councils on Merseyside. MWDA works with the individual councils who are known as Waste Collection Authorities.

This document can be made available in large print, Braille and audio-tape and in other languages. Please contact Merseyside Waste Disposal Authority on Tel: 0151 255 1444 or email: [enquiries@merseysidewda.gov.uk](mailto:enquiries@merseysidewda.gov.uk).

The material used for this publication is 25% post consumer waste, 25% pre-consumer waste and 50% virgin wood fibre from accredited managed forests and other controlled sources. This material can be recycled.  
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”سلطۃ التخلص من النفايات بمقاطعة ”میرسیساید“

(Merseyside Waste Disposal Authority) (MWDA)

هي السلطة المحلية المسؤولة عن التعامل مع النفايات المنتجة من قبل السكان المحليين وإعادة تصنيعها والتخلص منها بالاشتراك مع مجالس المقاطعة الخمسة في ”میرسیساید“. تعمل سلطة التخلص من النفايات في ”میرسیساید“ مع المجالس الفردية المعروفة بسلطات جمع النفايات لضمان التخلص من النفايات المنزلية بأمان. كما أن السلطة مسؤولة عن المراكز الـ 14 ”لإعادة تصنيع النفايات المنزلية في عموم مقاطعة ”میرسیساید“.

يمكن توفير هذه الوثيقة بالحروف المطبعية الكبيرة لضعاف البصر، وبطريقة ”برايل“ للمكفوفين وعلى أشرطة سمعية وبلغات أخرى. يرجى الاتصال هاتفياً بسلطة التخلص من النفايات بمقاطعة ”میرسیساید“ على الرقم:

0151 255 1444 أو عبر البريد الإلكتروني على العنوان التالي:  
enquiries@merseysidewda.gov.uk

墨西賽德郡廢棄物處置管理局 (Merseyside Waste Disposal Authority) 與墨西賽德郡的5個地方政府建立夥伴關係，是負責管理、回收與處置當地居民生活廢棄物的地方管理機構。墨西賽德郡廢物處置管理局與各個負責收集廢棄物的地方政府共同合作，以確保家居生活廢棄物可以安全地得到處置。該機構還負責管理遍及全郡範圍的14個家庭廢棄物回收中心。

本文件有特大字體、凹字、錄音帶以及其他語文版本可供索取。請致電或者發送電子郵件聯絡墨西賽德郡廢棄物處置管理局，電話號碼：0151 255 1444，電子郵件信箱：  
enquiries@merseysidewda.gov.uk

墨西賽德郡廢棄物處置管理局 (Merseyside Waste Disposal Authority) 與墨西賽德郡的5個地方政府建立了合作夥伴關係，是負責管理、回收與處置當地居民生活廢棄物的地方管理機構。墨西賽德郡廢物處置管理局與各個負責收集廢棄物的地方政府共同合作，以確保家庭廢棄物可以安全地得到處置。該機構還負責管理遍布全郡範圍的14個家庭廢棄物回收中心。

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enquiries@merseysidewda.gov.uk

Laanta - Merseyside Waste Disposal Authority (MWDA) - ee Adeegga qashin qubku, waa dawladda hoose ee ka mas'uulka ah maaraynta, dib-u-furdaaminta iyo qubida qashinka ay soo qubaan deegaanka aagaasi iyadoo wada-shaqayn ay la leeyihiin shan dawlad hoosaad oo ku yaal Merseyside. Laanta MWDA waxay la shaqaysaa dawlad hoose kasta kuwaas oo loo yaqaan Xil-hayaha Qashin Qaadka [Waste Collection Authorities], si ay u hubiyaan in qashinka deegaanka guryuhu qubaan inuu noqdo mid si aamin ah loo qubo. Xil-hayntani waxay kaloo ka mas'uul tahay 14 xarumood oo kale oo dib-u-furdaamiska qashinka guryaha u qaabilsan oo ku dhex-yaal Merseyside.

Arjigan waxaa lagu heli karaa far waaweyn, farta indhoolayda ama cajil maqal iyo afaf kale. Fadlan kala soo xiriir laanta - Merseyside Waste Disposal Authority Telefoonka: 0151 255 1444 ama emayl ugu dir: enquiries@merseysidewda.gov.uk

Awdurdod Gwaredu Gwastraff Glannau Mersi (MWDA) yw'r awdurdod lleol sy'n gyfrifol am reoli, ailgylchu a gwaredu'r gwastraff a gynhyrchir gan breswylwyr lleol mewn partneriaeth â'r pum cyngor dosbarth yng Nglannau Mersi. Bydd MWDA yn gweithio gyda'r cynghorau unigol, sy'n cael eu galw'n Awdurdodau Casglu Gwastraff, er mwyn gwneud yn siwr bod gwastraff cartrefi yn cael ei waredu'n ddiogel. Mae'r Awdurdod yn gyfrifol hefyd am 14 Canolfan Ailgylchu Gwastraff Cartrefi ar hyd a lled Glannau Mersi.

Gallwn ddarparu'r ddogfen hon mewn print mawr, Braille a thâp sain ac mewn ieithoedd eraill. Cysylltwch ag Awdurdod Gwaredu Gwastraff Glannau Mersi drwy ffonio: 0151 255 1444 neu e-bostio: enquiries@merseysidewda.gov.uk

मार्सिसाइड वॉल्वेस्ट डिसपोजल अथॉरिटी (MWDA) एकटि स्थानीय कर्तृपक्ष, यादेंर दायीतू हल्ला स्थानीय बासिन्दादेंर आवर्जना वा बर्ज पदार्थ व्यवस्थापना, रिसाइक्लिंग एवंग नष्ट कर। यारा मार्सिसाइडेंर पाँचटि डिस्ट्रिक्ट काउंसिलेंर साथे पार्टनरशिपेंर त्तिष्ठिते काज करेन। MWDA पृथक पृथक काउंसिलेंर साथे काज करे, यादेंरके वॉल्वेस्ट कालेक्शन अथॉरिटी बला हय, यारा गृहस्थाली आवर्जना निरापदे नष्ट कर। हस्के किना ता निश्चित करेन। मार्सिसाइड बापि 14 टि 'गृहस्थाली वॉल्वेस्ट रिसाइक्लिंग' सेन्टरेंर दायीतू एवंग कर्तृपक्षेंर।

এই ডকুমেন্ট বড় প্রিন্ট, ব্রেইল, অডিও আকারে এবং অন্যান্য ভাষায়ও পাওয়া যায়। দয়া করে মার্সিসাইড ওল্বেস্ট ডিসপোজাল অথরিটির সাথে যোগাযোগ করুন ফোন: 0151 255 1444 ই-মেইল:  
enquiries@merseysidewda.gov.uk

मरसीसाइड वॅस्ट डिसपोज़ल अथॉरिटी (MWDA) स्थानीय प्रशासन है जिसपर स्थानीय वासियों के कचरे कूड़े की व्यवस्था चलाने, उसको रीसाइकिल करने और फेंकने का दायित्व है। यह व्यवस्था मरसीसाइड की पाँच डिस्ट्रिक्ट काउंसिलों की भागीदारी में चलाई जाती है, जिनको वॅस्ट कलैक्शन अथॉरिटी यानी कचरा उठाने वाली अथॉरिटियां भी कहा जाता है। MWDA प्रत्येक काउंसिल की भागीदारी में कार्य करते हुए यह सुनिश्चित करती है कि गृहस्थियों का कचरा कूड़ा सुरक्षित रूप से ठिकाने लगाया जाए। मरसीसाइड वॅस्ट डिसपोज़ल अथॉरिटी पर पूरे मरसीसाइड में स्थित 14 वॅस्ट रीसाइकिलिंग सेंटर, यानी कचरा रीसाइकिल केंद्रों का दायित्व भी है।

यह दस्तावेज़ बड़े अक्षरों की छपाई, ब्रेल, सुनने वाली टेप और अन्य भाषाओं में भी उपलब्ध कराई जा सकती है। कृपया मरसीसाइड वॅस्ट डिसपोज़ल अथॉरिटी से संपर्क करें, या फोन करें: 0151 255 1444, या इस पते पर ई-मेल भेजें:

ਮਰਸੀਸਾਈਡ ਵੇਸਟ ਡਿਸਪੋਜ਼ਲ ਅਥਾਰਿਟੀ (ਮੈਮ ਡਬਲਯੂ ਡੀ ਏ - MWDA) ਲੋਕਲ ਅਥਾਰਿਟੀ ਦੀ ਜ਼ਿੰਮੇਦਾਰੀ ਮਰਸੀਸਾਈਡ ਦੀਆਂ ਪੰਜ ਡਿਸਟ੍ਰਿਕਟ ਕਾਉਂਸਿਲਾਂ ਦੇ ਸਹਿਯੋਗ ਨਾਲ ਸਥਾਨਕ ਨਿਵਾਸੀਆਂ ਦੇ ਘਰਾਂ ਦੇ ਕੂੜੇ ਨੂੰ ਚੁੱਕਣ, ਰੀਸਾਈਕਲ ਕਰਨ (ਉਹਨਾਂ ਨਵੀਆਂ ਚੀਜ਼ਾਂ ਬਣਾਉਣ) ਅਤੇ ਉਹਨੂੰ ਬਿਲੇ ਲਾਉਣ ਦੀ ਹੈ। ਵੇਸਟ ਕਲੈਕਸ਼ਨ ਅਥਾਰਿਟੀਆਂ ਆਪੀਆਂ ਨਾਣ ਵਾਲੀਆਂ ਇਹਨਾਂ ਵੱਖ ਵੱਖ ਕਾਉਂਸਿਲਾਂ ਦੇ ਨਾਲ ਮਿਲ ਕੇ ਮੈਮ ਡਬਲਯੂ ਡੀ ਏ ਇਹ ਯਕੀਨੀ ਬਣਾਉਂਦੀ ਹੈ ਕਿ ਘਰਾਂ ਦੇ ਕੂੜੇ ਨੂੰ ਸੁਰੱਖਿਅਤ ਢੰਗ ਨਾਲ ਬਿਲੇ ਲਾਇਆ ਜਾਵੇ। ਇਸ ਅਥਾਰਿਟੀ ਦੀ ਜ਼ਿੰਮੇਦਾਰੀ ਪੂਰੇ ਮਰਸੀਸਾਈਡ ਇਲਾਕੇ ਵਿੱਚ ਵਿੱਚ ਘਰਾਂ ਦੇ ਕੂੜੇ ਨੂੰ ਰੀਸਾਈਕਲ ਕਰਨ ਵਾਲੀਆਂ 14 ਥਾਂਵਾਂ ਦਾ ਪ੍ਰਬੰਧ ਚਲਾਉਣਾ ਵੀ ਹੈ।

ਇਹ ਦਸਤਾਵੇਜ਼ ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਬ੍ਰੇਲ ਵਿੱਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ 'ਤੇ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿੱਚ ਵੀ ਮਿਲ ਸਕਦਾ ਹੈ। ਇਹਦੇ ਲਈ ਕਿਰਪਾ ਕਰਕੇ ਮਰਸੀਸਾਈਡ ਵੇਸਟ ਡਿਸਪੋਜ਼ਲ ਅਥਾਰਿਟੀ ਨਾਲ ਫੋਨ ਨੰਬਰ 0151 255 1444 'ਤੇ ਗੱਲ ਕਰੋ, ਜਾਂ ਇਹਨਾਂ ਨੂੰ ਇਸ ਪਤੇ 'ਤੇ ਈਮੇਲ ਭੇਜੋ - enquiries@merseysidewda.gov.uk

مرسی سائڈ ویسٹ ڈیسپوزل اتھارٹی (Merseyside Waste Disposal Authority) ایک مقامی انتظامیہ ہے جس پر مقامی باشندوں کے کچرے کوڑے کا نظم چلانے، اُس کو 'ری سائیکل' کرنے اور پیچھلنے کی ذمیداری ہے۔ یہ انتظام مرسی سائڈ کی پانچ ڈسٹریکٹ کونسلوں کی شراکت میں چلایا جاتا ہے جن کو 'ویسٹ کالکشن اتھارٹی' یعنی کچرا اٹھانے والی اتھارٹیاں بھی کہا جاتا ہے۔ MWDA ہر کونسل کی شراکت میں کام کرتے ہوئے یہ یقینی بناتی ہے کہ گھروں کا کچرا محفوظ طریقے سے ٹھکانے لگایا جائے۔ مرسی سائڈ ویسٹ ڈیسپوزل اتھارٹی پر پورے مرسی سائڈ میں قائم 14 ویسٹ 'ری سائیکلنگ' سینٹرز یعنی کچرا 'ری سائیکلنگ' مرکزوں کی بھی ذمیداری ہے۔

یہ دستاویز بڑے حروف، بریل، سننے والی کسٹ اور دیگر زبانوں میں بھی مہیا کی جاسکتی ہے۔ براہ مہربانی مرسی سائڈ ویسٹ ڈیسپوزل اتھارٹی سے فون نمبر

0151 255 1444 پر رابطہ کریں یا اس پتے پر ای میل بھیجیں: enquiries@merseysidewda.gov.uk

# Glossary of terms & abbreviations

**BVPI (Best Value Performance Indicators)** A national measure of performance set by central government.

**BMW (Biodegradable Municipal Waste)** Any waste that is capable of undergoing anaerobic or aerobic decomposition, such as garden waste, kitchen waste, paper and cardboard.

**Bring Site** Collection point for the public to place items for recycling.

**Clinical waste** Healthcare waste such as blood, tissues, needles, soiled dressings, drugs etc. which is infectious or could cause harm in some way.

**Commercial waste** Waste arising from premises used wholly or mainly for trade, business, sport, recreation or entertainment, excluding municipal and industrial waste.

**Compostable material** Any material collected that can be composted either in windrows, in IVC or at home. This includes, green garden waste and kitchen waste.

**Composting: Home** Compost can be made at home using a traditional compost heap, a purpose designed container (bin), or a wormery.

**Composting: Windrow** Shredded green waste is placed outdoors in elongated heaps called windrows. They require aeration therefore some form of mechanical turning is required.

**DEFRA** Department for the Environment, Food and Rural Affairs.

**Dry recyclables** Material collected for recycling which does not include compostable material. Includes, paper, cans, glass, cardboard, plastic etc.

**European Union Directive** A European Union legal instruction, binding on all Member States,

but which must be implemented through national legislation within a prescribed timescale.

**EU Landfill Directive** Adopted by Member States during 1999 and was intended to reduce the environmental effect of the landfilling of waste by introducing uniform standards. The Directive requires the UK to reduce the proportion of biodegradable municipal waste going to landfill by 35% of the 1995 level by 2020.

**Energy Recovery** The recovery of useful energy in the form of heat and/or power from burning waste.

**Energy from Waste** There are a number of EfW technologies available. These methods include moving grate, fluidised bed, and rotary kiln incineration, pyrolysis and gasification. All of these technologies are designed to generate power, and often heat, through the combustion of waste or a synthetic fuel.

**GONW** Government Office North West.

**Green waste** Waste from gardens which is compostable.

**Household waste** Includes domestic waste from household collection rounds, waste from services such as street sweepings, bulky waste collection, litter collection and garden waste collection, waste from HWRC's and wastes separately collected for recycling.

**HWRC** Household Waste Recycling Centre – sites where the public may deposit recyclables and general household waste.

**IAA (Inter-Authority Agreement)** The IAA provide details on the responsibilities of all partners leading to a formally binding relationship and will significantly aid the long-term delivery of the JMWMS, whilst recognising the ambitions and aims of individual partners.

**IVC (In-vessel composting)** Shredded waste is placed inside a chamber through which air is forced. This method allows good control of temperature, moisture and aeration, which leads to rapid composting. A period outdoors is needed for the compost to mature. This type of facility can also deal with kitchen waste.

**JMWMS** Joint Municipal Waste Management Strategy – a strategy providing the blueprint for the management and disposal of household waste across the region for the next 25 years.

**Kerbside recycling** Collection of recyclable or compostable wastes usually from the pavement, outside premises, including collection from commercial or industrial premises as well as from households.

**Kitchen waste** Waste from the kitchen which is compostable i.e. food waste.

**Landfill tax** Government tax imposed on waste that is sent for landfill.

**Landfill** The controlled deposit of waste to land in a way that controls the risk of pollution or harm to humans and/or the environment.

**Landfill Allowance Trading Scheme (LATS)** Allowances allocated to each Waste Disposal Authority at a level that will enable England to meet its targets under the Landfill Directive.

**LAWDC** Local Authority Waste Disposal Company.

**Levy** The services provided by MWDA are paid for by the District Councils of Merseyside through the levy which is calculated on a prescribed allocation method.

**MPS** Mail Preference Service.

**MRF (Materials Recovery Facility)** A facility at which materials are separated manually or mechanically, from mixed waste streams (e.g. paper, glass, plastic) and baled and stored for reprocessing.

**Mechanical/Biological Treatment (MBT)** MBT systems involve a combination of the mechanical sorting of materials for recycling and the biological treatment of biodegradable material in residual waste. It is a treatment technology rather than disposal, producing residues that must be managed at other facilities.

**Memorandum of Understanding (MoU)** Is a document which was drawn up to provide the next step in the development of closer partnership working.

**MWDA** Merseyside Waste Disposal Authority.

**MWHL** Mersey Waste Holdings Limited.

**MWP** Merseyside Waste Partnership.

**Municipal Solid Waste (MSW)** Household and other wastes collected by a waste collection authority or its contractors, such as municipal parks and garden waste, beach cleansing waste and any commercial and industrial waste for which the collection authority takes responsibility.

**NTDP** New Technologies Demonstrator Project.

**NWDA** Northwest Regional Development Agency.

**PFI** Private Finance Initiative.

**Recovery** Incorporates recycling, composting and also the recovery of heat, electric power and other forms of energy from waste.

**Recycling** Reclaiming and reprocessing materials to use as alternatives to primary raw materials.

**Recyclables** Materials that can be readily put through the recycling process.

**Residual waste** Any waste that isn't collected for recycling or composting.

**Reuse** Using materials or products again, for the same or as different purpose, without material reprocessing (e.g. returned milk bottles).

**Strategic Environmental Assessment (SEA)** Process for identifying, predicting, reporting and mitigating the environmental impacts of plans.

**Stakeholders** Persons, organisations or groups with a vested interest.

**Sustainable development** Is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Sustainable Waste Management** To manage waste with regard to the environment, social well-being and economics.

**Treatment** Involves the chemical or biological processing of certain types of waste for the purpose of rendering them harmless, reducing volumes before landfilling, or recycling certain wastes.

**Waste** Is defined as any substance or object that the producer, or the person in possession of it, discards, or intends to discard.

**Waste arisings** The amount of waste generated in a given locality or over a given period of time.

**Waste Collection Authority** A local authority (District, Borough or Unitary) responsible for the collection of household waste in its area.

**Waste Disposal Authority** A local authority (County, Unitary) responsible for the management of the waste collected and delivered to it by constituent collection authority.

**Waste DPD** Waste Development Plan Document - aims to achieve a more sustainable approach to waste management and planning.

**Waste hierarchy** Preferred options for the treatment of waste:

- Minimisation
- Reuse
- Recycling and Composting
- Recovery
- Disposal

**Waste minimisation** Action to reduce the amount of waste. It includes designing out waste, cutting down on packaging, repair and reuse, using less.

**Waste Transfer Station (WTS)** A site to which waste is delivered for sorting prior to transfer to another place for reuse, recycling, treatment or disposal.

**WEEE** Waste Electrical and Electronic Equipment Directive. The Directive aims to reduce the waste arising from electrical and electronic equipment and improve the environmental performance of all those involved in the life cycle of electrical and electronic products.

**WRAG** Waste Regional Advisory Group.

**WRAP** Waste & Resources Action Programme.



Managing the waste produced by local residents in partnership with the five district councils of Merseyside.





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