



Merseyside Waste Disposal Authority Annual Review & Best Value Performance Plan 2006/09





We dealt with
770,124 tonnes
of waste in
2005/06 and
recycled 142,550
tonnes.

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Overall recycling performance for Merseyside has continued to improve substantially from 13.4% to 18.51%



Foreword from the Chairman of Merseyside Waste Disposal Authority

Thank you for taking the time to read our Annual Review and Performance document for 2006/09. This Plan brings together details of our past performance and our plans and targets for improvement.

I am pleased to report that this has been another year of substantial progress by the Authority. We are now working through the implementation of the Joint Municipal Waste Management Strategy 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.

Overall recycling performance for Merseyside has continued to improve substantially from 13.4% to 18.51%, although we are disappointed that we fell short of our intended target of 22% in 2005/06.

We expect, however, to see further improvement through the development of new facilities. Construction of a major new facility at Bidston, which includes recycling and composting facilities, will be completed and will process waste this year. Plans are also underway to build in-vessel composting facilities at Gillmoss in Liverpool.

The Authority has developed a Procurement Strategy to define a detailed procurement route for waste management contracts beyond 2008. We have issued an initial notice inviting interest from the waste industry, have held market testing days with prospective bidders and have submitted an Outline Business Case to Government with a request for Private Finance Initiative funding to assist in making the contracts more affordable.

We are also contributing to studies into a much needed long term land-use planning framework for waste facilities and have agreed a site search process to find the best locations for facilities.

The Partnership between the District Councils continues to go from strength to strength. We are now working on an Inter-Authority Agreement that will ensure that everyone plays their part in securing the best and most cost-effective solutions for Merseyside.

We are continuing to raise general awareness to support waste minimisation, re-use and recycling schemes across Merseyside. This will be yet another very busy year for the Authority as we aim to implement the Joint Waste Strategy by implementing realistic Action Plans at both District Council and Authority level, and continue to progress our Procurement Strategy to let long-term waste management contracts, which themselves will include new facilities to recycle and treat residual waste well into the future.

Councillor Kevin Cluskey

Chairman of Merseyside Waste Disposal
Authority
June 2006

Message from the Director of Merseyside Waste Disposal Authority



Welcome to what is the first in a new style of Annual Review and Best Value Performance Plan. The old style plans were a little 'dry' and didn't convey what MWDA was about. There is still some way to go in making our performance more accessible to the reader, but we hope this is a start.

The way in which your rubbish is handled is changing. People will have seen their Council changing the way it organises refuse collection to increase recycling at kerbside. The same is true of waste disposal.

The Authority works with the District Councils on Merseyside to provide 'joined-up' services to residents. We have formed the Merseyside Waste Partnership and have agreed a Joint Waste Strategy for Merseyside. We are now implementing that Strategy - it isn't just gathering dust on a shelf.

We have led Partnership working on the production of waste prevention and re-use, education and awareness, and joint communications strategies. We have also organised the first composition analysis of Merseyside's waste for many years. We hosted the Clean Merseyside Centre - an initiative to find markets for recycled materials - and are organising the procurement of new contracts to serve all of Merseyside.

Our performance as a Partnership is improving fast. Merseyside has for too long been at the bottom end of league tables on recycling. With the Joint Strategy, plans are now being implemented to increase recycling and provide facilities and services for the waste which isn't being recycled or can't be recycled from the kerbside at an affordable cost.

Our job, as well as moving forward on waste prevention, re-use and recycling, is to sort out arrangements for the large volumes of waste

which are left after District Councils have dealt with 'front-end' recycling. We will be procuring major contracts for 2008, when existing contracts expire, to build recycling and recovery facilities and to provide operational services for 25 years. This is a major procurement and will fundamentally change the waste infrastructure in Merseyside.

We have recognised that we needed to change as an organisation to respond to the new agenda. We have increased our resources to handle the workload, have modernised our governance arrangements and have introduced Performance Management and Project Management Systems to deliver continuous improvement in our services. 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 constantly review how we are doing and where we need to improve. Merseyside is changing from treating waste as something of little value to a place where we recognise it as a valuable resource - and where we can make a difference to the wider environmental, economic and social agendas, by bringing in systems which will improve Merseyside's climate change impact.

This cannot be done without the support of you. We are keen to listen to what you have to say about our service. 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 2007.

Carl Beer
Director, Merseyside Waste Disposal Authority

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.

MWDA'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

WHAT WE DO

- Manage the waste collected by the five Merseyside Waste Collection Authorities (WCA's).
- Manage the waste delivered by Merseyside householders to the Authority's 14 Household Waste Recycling Centres (HWRC).
- Develop and implement the Joint Municipal Waste Management Strategy (JMWMS) for Merseyside in partnership with the five Merseyside District Councils.

- Manage the Clean Merseyside Centre.
- Undertake environmental monitoring, maintenance and restoration of seven closed landfill sites previously used by the Authority and its predecessors.

The Authority's waste management functions are contracted out. The contracts for managing the Waste Collection Authority's waste and Household Waste Recycling Centre waste are held by Mersey Waste Holdings Limited (MWHL) and are due to expire in 2008. MWHL is a Local Authority Waste Disposal Company (LAWDC) established in 1992 and is wholly owned by the Authority.

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, and the Deputy Chairman of the Authority is on the company's

Board of Directors. Mersey Waste Holdings Limited is the current contractor for the Authority's two major waste contracts.

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 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].

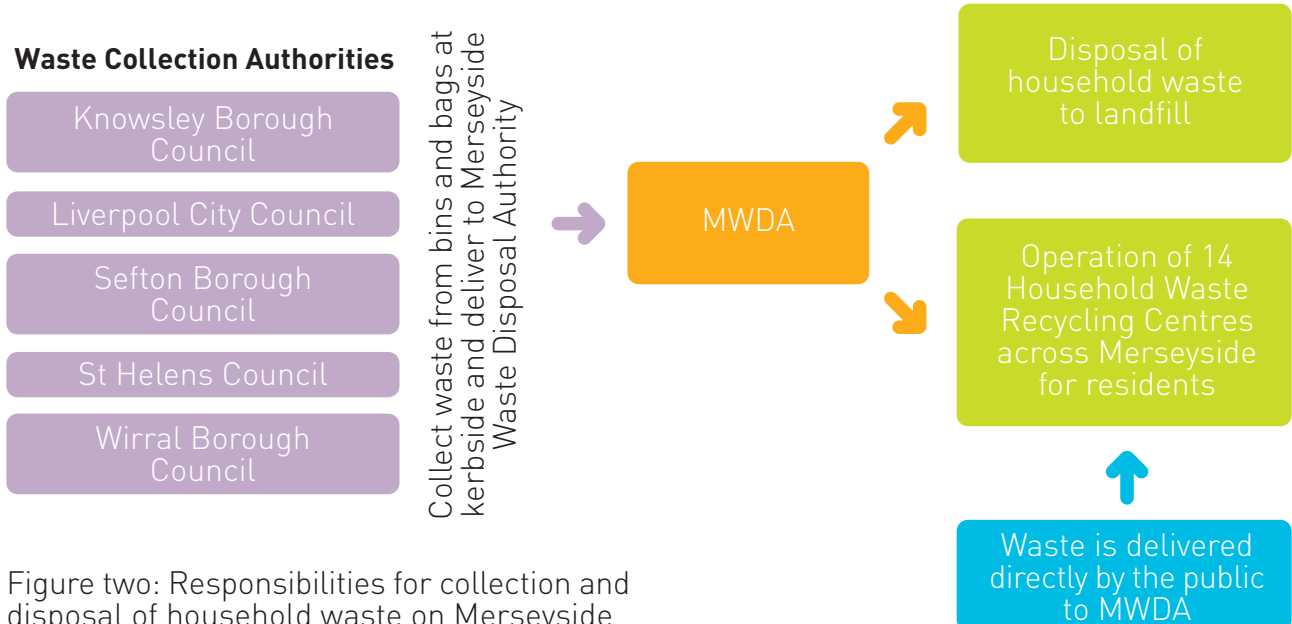


Figure two: Responsibilities for collection and disposal of household waste on Merseyside

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 no later than 5.00 pm on the Friday in the week 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 by using the email address: enquiries@merseysidewda.gov.uk or in writing to: Merseyside Waste Disposal Authority, 6th Floor, North House, 17 North John Street, Liverpool L2 5QY

EMPLOYEES

Over the past year the Waste Disposal Authority has expanded its staff resources and now has a team of 33 covering the areas of Corporate Services, Waste Facilities, Environmental and Planning, Waste Strategy and Contracts. The Authority 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

RELATIONSHIPS AND PARTNERSHIPS

Merseyside Waste Disposal Authority works in partnership with a whole range of agencies to deliver quality waste management and disposal services to the residents of Merseyside. Over the past year, and as part of its planned Procurement Process for a new waste management contract for Merseyside due for renewal in 2008 (see Section 3: Procurement Strategy), MWDA has reviewed its partnership working and has developed stronger links with key agencies and organisations including:

1. The Merseyside District Councils

Following the agreement of the Joint Municipal Waste Management Strategy for Merseyside, the Authority is now working closely with the five District Councils to develop an improved interface between waste collection and disposal. This will better inform the plans for new waste facilities that will be needed for the future and to improve on individual and Merseyside-wide recycling rates. In particular the Authority has worked with District Councils to produce individual Action Plans 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. The Merseyside Waste Partnership

Joint working has been further promoted through the Merseyside Waste Partnership. The Partnership has come to the forefront in the past year as the Authority develops its Procurement Strategy and prepares for new waste management contracts in 2008.

Achievements this year include: the signing of a Memorandum of Understanding to further develop partnership working and make closer links between the collection and disposal of waste, the agreement of a timetable to produce an Inter Authority Agreement, and the approval of the submission of an Outline Business Case for PFI funding submitted to DEFRA.

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.

3. Department of the Environment, Food and Rural Affairs (DEFRA)

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.

Over the past year MWDA has been supported by DEFRA funding for a new integrated waste management site at Bidston, Wirral, regional support funding through the Waste Regional Advisory Group, funding for the development

of the Clean Merseyside Centre to Remade Northwest and the development of a new learning and awareness tool for waste management and facilities planning – Planit Waste.

Working in partnership with DEFRA, the Authority has submitted a Outline Business Case for Private Finance Initiative funding bid (PFI) to the Department to help fund the new waste management contract for Merseyside – this will include the management of existing recycling facilities and the development of new waste disposal facilities.

Regionally, DEFRA 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.

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 more sustainably.

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 held 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. An ongoing dialogue with the Sector is being maintained alongside the final planning for the format of the new waste management contract.

6. The Community and Voluntary Sector

The Community and Voluntary Sector has played an important part in the Authority's development over the past year. MWDA's market development project for recycling end markets - the Clean Merseyside Centre – has further developed its remit and in April 2006 became Remade Northwest.

In addition MWDA has contributed to the further development of the Community Recycling Network on Merseyside and will be consulting further with the Community and Voluntary Recycling sector regarding aspects of the Authority's new waste management contract. The Authority is seeking to ensure that there will be opportunities for the Sector to further contribute to the delivery of waste management services for Merseyside in the future.

MEMORANDUM OF UNDERSTANDING AND THE DEVELOPMENT OF AN INTER-AUTHORITY AGREEMENT

As part of its remit, Merseyside Waste Disposal Authority has developed a Joint Municipal Waste Management Strategy (JMWMS) for Merseyside. The Strategy provides the blueprint for the management and disposal of household waste across the region for the next 25 years.

As a key member of the Merseyside Waste Partnership – which is made up of MWDA, Knowsley, Liverpool, Sefton, St Helens and Wirral District Councils - MWDA recognises the need for partnership working and the need to develop closer integration with its waste collection partners in the District Councils.

To develop this, a Memorandum of Understanding (MOU) document has been agreed by all members of the Partnership that provides the next step in the development of closer partnership working. The MOU is not a legal document, however, it is a strategic link between the partners in the development and delivery of the JMWMS.

The MOU establishes guidelines for taking joint working forward towards an Inter Authority Agreement (IAA). The IAA will provide further details on the responsibilities of all partners leading to a formally legally binding





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

TONNAGE BASED LEVY

The Authority is financed by means of a Levy charged on the five District Councils on Merseyside. The basis of apportionment to each District was the number of Council Tax Band 'D' properties in a District as a portion of Band 'D' properties across Merseyside.

This basis was not linked to the waste produced in each District and therefore was not linked to a 'polluter pays' principle. The Authority has forged an agreement with the District Councils which means that around two thirds of the Levy is now based on tonnages of waste produced. The link between paying for waste produced is more clearly established.

SOME WASTE FACTS

		Merseyside Waste Disposal Authority			
			2004/05 Tonnes	2005/06 Tonnes	
YOUR WASTE	Collected by your Council		We disposed of:	537,698	545,017
			We recycled:	2,521	2,208
	Collected for recycling or deposited by you at a Bring Site provided by your Council		We paid Recycling Credits* to your Council for:	58,577	80,059
	Deposited by you at one of our Household Waste Recycling Centres		We disposed of:	148,689	114,914
			We recycled:	42,358	57,375
	Collected by Not-for-Profit Organisations		We paid Recycling Credits* for:	2,747	2,908
TOTAL	Tonnes		792,589	770,124	
TOTAL RECYCLED	Best Value Performance Indicator (BVPI)	BVPI 82 a + b	106,203 (13.40%)	142,550 (18.51%)	

* 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 & Policies

This section of the plan outlines:

- Our Vision, Aims and Objectives
- 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 are as follows:

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.'

Our Aims and Objectives

AIM 1: TO IMPROVE THE SUSTAINABLE MANAGEMENT OF MUNICIPAL WASTE PRODUCED ON MERSEYSIDE USING THE JOINT MUNICIPAL WASTE STRATEGY FOR MERSEYSIDE.

OBJECTIVES

- To support the development and implementation of regional and national waste policies and strategies
- To reduce waste growth to 2% per annum by 2010
- To optimise waste re-use where reduction is not possible
- To recycle or compost at least 33% of municipal waste by 2010

- To recover 15% of municipal waste by 2010
- To only landfill up to 52% of municipal waste by 2010 where actions higher up the waste hierarchy are not practicable

AIM 2: TO WORK WITH OUR CUSTOMERS AND STAKEHOLDERS TO CONTINUOUSLY IMPROVE THE SERVICES WE PROVIDE IN TERMS OF EFFICIENCY, EFFECTIVENESS AND ECONOMY.

OBJECTIVES

- To effectively engage with customers and stakeholders on how we deliver our waste services
- To review all services at least every five years and implement improvement programmes
- To manage sites and facilities in a safe and environmentally responsible manner

AIM 3: TO STRENGTHEN THE MERSEYSIDE WASTE PARTNERSHIP AND ITS ROLE WITHIN THE WIDER REGION.

OBJECTIVES

- To lead the development and implementation of the Joint Municipal Waste Management Strategy for Merseyside and its wider role within the region
- That the District Councils and MWDA, who form part of the Merseyside Waste Partnership, enter into a legally binding Inter Authority Agreement by 2007 which defines each of their roles and responsibilities
- To engage with the Community and Voluntary Sector to identify how they can best contribute to the JMWMS
- To contribute to the Merseyside 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

- To maximise the level of funding and efficient and effective use of resources to the Merseyside Waste Partnership through joint bidding, joint communications and pooling of resources
- To improve the effectiveness of decision making within the Merseyside Waste Partnership

AIM 4: TO GOVERN THE AUTHORITY IN ACCORDANCE WITH BEST PRACTICE.

OBJECTIVES

- To manage the Authority in a fair, open, honest and inclusive way
- To procure goods and services using best practice and demonstrate value for money
- To continuously develop and review our policies and performance against best practice
- To develop our staff and Members to maximise their effectiveness and support an appropriate work-life balance

OUR CORPORATE PLAN

The Vision, Aims and Objectives are the basis for our Corporate Plan which identifies a detailed programme of work for the next three years and beyond. Each task in the Plan is a project which is managed and delivered by a project team. Because the Aims and Objectives are drawn from our Strategies, this is ultimately how we put our Plans and Strategies into action.

Our latest Corporate Plan can be found on our website at 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.

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 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 the last year have been the development of a formal Code of Corporate Governance which is available on our website at 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 2005/06 and is also available on our website.

We have also developed a Risk Management Strategy and continued to develop our Performance Management Framework. Areas of improvement identified in the coming year include the development of a Community Plan, improved links with the community and greater customer focus. It can be seen from our revised Corporate Plan that our Aims and Objectives now have greater emphasis on the customer, community and partnership working.

Risk Management Strategy

The Risk Management Strategy builds upon the Risk Management Policy adopted by the Authority and describes how risk management processes are embedded within the Authority. The Strategy aims to reflect the need to manage the negative impact of risk whilst balancing this with the positive opportunities that will arise from effective risk management through better decision-making and performance management.

The Strategy describes the key risk management processes including analysis and evaluation, the use of risk registers and how risk is monitored and reported at a corporate level as well as through good project management practices.

A copy of the Risk Management Strategy including the latest Corporate Risk Register is available upon request.

Contract Approach

The Authority manages some services through major contracts and projects. In all such

Food and garden waste collection rolled out

Merseyside's first large scale combined food and garden waste collection began this year for 20,000 Wirral homes.

Residents received a brand new brown wheelie bin for food and garden waste and a kitchen caddy to transport kitchen scraps to the wheelie bin.

Over 22% of the average contents of a bin are made up of kitchen scraps and the new service is helping to reduce the amount of rubbish going to landfill.

The food and garden collection will be sent to the In-Vessel Composting Facility at Bidston.

Initially the food and garden waste wheelie bin will be given to areas which have a high recycling rate from the existing white garden bags. All those homes received information prior to the collections and were invited to attend special recycling roadshows in Wirral.

The new bin and kitchen caddy was delivered during April with an easy to follow 'how to' guide, explaining exactly what to do with household waste.



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).

Consultation Approach

To achieve our Objectives and our Strategies, they must reflect the needs and aspirations of the community we serve. The Authority has undertaken extensive consultation during the development of the Joint Municipal Waste Management Strategy for Merseyside that has included opinion polls and the establishment of Citizens Juries. As part of the Strategy process we have also consulted on the different residual waste treatment options. We have also included within our Household Waste Recycling Centre Contract a requirement for our contractor to conduct satisfaction surveys to identify any actions for improvement to the service.

Statement on Internal Control

1. Scope of Responsibility

The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Authority's functions and which includes arrangements for the management of risk.

2. The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's Policies,

Aims and Objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place at the Authority for the year ended 31 March 2006 and, subject to the changes as a result of the review process, up to the date of approval of the Annual Report and Accounts.

3. The Internal Control Environment

The Authority's modernisation programme has been fully implemented and the following improvements have been embedded into its corporate governance arrangements -

- Decision making process: the current decision making process enables the Authority to concentrate on the more serious and important issues that it faces, with the less serious and important decisions dealt with in an expanded scheme of delegations
- Member training: the Authority continues its programme of member training and development which involved inclusion in the development of the Joint Municipal Waste Management Strategy for Merseyside and the Procurement Project, consideration of the Corporate Plan and performance management
- Specific member roles and responsibilities: the Authority has developed the roles of Lead Members, specifically in relation to procurement, risk management and audit. The remaining Portfolio areas are the responsibility of the Chairperson as Lead Member. All members are responsible for scrutiny and public consultation
- Procedural rules: the Authority continues to operate within and review its procedural rules
- The Authority had prepared a Corporate Plan 2005/06 that identified the Authority's Aims and Objectives and identified the key projects which would be undertaken to deliver the plan. Projects are continuously managed and regularly monitored and the Corporate Plan is reviewed annually

The compliance with established policies, procedures, laws and regulations has been ensured by a Chief Officer structure, consisting of the Director, Treasurer, Solicitor and Clerk, who vet reports presented to the Board. A further monitoring function incorporates an

independent view given by both external and internal audit.

The Authority has an approved Risk Management Policy that 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.
- The Strategy illustrates how risk management processes are embedded within all aspects of the Authority's business and organisation. In particular, risk management is a key control in the management of the Authority's key projects that in turn results in the achievement of its objectives.

A Best Value Performance Plan was prepared for 2005/2006. The Plan covered a review of improvements planned and achieved in the previous three years, details of plans for 2005/06 and the following two years.

The Authority has prepared a three-year budget from 2006/2007 which was approved by the Authority and incorporates infrastructure developments and projected future Levy levels. The latter was presented to Members as part of their development programme. The budget is then monitored on a three monthly cycle with financial reports prepared for Member information. At year-end, an outturn report is also prepared and presented to Members. All other reports presented to Members incorporate a Financial Implications section that is approved by the Treasurer to the Authority.

The Authority continued to develop its performance management framework drawing together its corporate planning, project management, risk management and corporate governance processes.

4. Review of Effectiveness

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. This is informed by the work of the external and internal auditors and the Executive Managers within the Authority who have responsibility for the development and maintenance of the internal control environment, and other review agencies and inspectorates.

The main areas of review in 2005/06 were the continuing development of the performance management framework and strengthening links between the Authority's corporate Objectives and those of its partners by the development of the Joint Municipal Waste Management Strategy, agreement to amend the Levy apportionment mechanism to a more tonnage based system and a Memorandum of Understanding.

5. Significant Internal Control Issues

We have been advised on the implications of the result of the review of the effectiveness of the system of internal control within the Authority. We are satisfied that a suitable system of internal control is operative and effective within the Authority to ensure the proper management of principal risks to the achievement of the Authority's objectives. On this basis we can report that there are no significant internal control issues that require addressing by the Authority.

However, the Authority is committed to a process of continuous improvement and will continue to review and strengthen the control environment wherever and whenever appropriate.

OUR STRATEGIES

1. Waste Strategy

MERSEYSIDE CONTEXT

The Joint Municipal Waste Management Strategy (JMWMS) for Merseyside was published in June 2005 after a public consultation exercise and will be updated annually. The JMWMS sets the Merseyside Waste Partnership's vision to sustainably manage waste across the five metropolitan areas.

Several aspects of the JMWMS will be progressed during 2006/7, in line with the priorities of the waste hierarchy, including the implementation of the Waste Minimisation Strategy agreed in 2005, and the development of a Waste Reuse Strategy.

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

Alongside the DAPs, an Inter Authority Agreement (IAA) is currently being developed which will clarify and strengthen the roles and responsibilities of all parties in the Merseyside Waste Partnership (MWP). It is hoped that the IAA will be ratified by 2007.

A Waste Composition Analysis is currently being undertaken on Merseyside that will support the development of new services to increase recycling further and extract the maximum value from the wastes that we cannot recycle. A final report will be published in August 2006.

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 (WRAG), Regional Technical Advisory Body (RTAB) and other initiatives such as the North West Regional Development Agency's Wider Waste Action Plan, ensuring that actions to deliver the JMWMS also take the regional agenda forward.

The Draft North West 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 is playing a key regional role in the development and testing of Planit Waste - a learning and awareness tool for councillors and other stakeholders on sustainable waste management decision-making. A training programme is being rolled out across Merseyside during 2006.

As recycling collections expand and tonnages increase, it is vital to ensure that end markets exist for the recycled materials collected. The Clean Merseyside Centre (CMC) has worked successfully in Merseyside for the last five years to ensure such markets exist.

Due to the success of CMC, we have worked with regional partners and obtained financial support through the WRAG to develop a business plan for an expanded regional service. The new service - Remade North West - commenced in April 2006.

UK CONTEXT

The Government is reviewing the National Waste Strategy during 2006. A consultation exercise was held during the Spring to which the Merseyside Waste Partnership responded, calling for further support and encouragement for waste prevention and recycling initiatives, together with other measures to improve the amount of waste diverted from landfill.

The Government has expressed its intention to put more focus on waste prevention, developing a 'recycling culture' and integrating the way in which municipal and commercial wastes are managed, whilst supporting the role of the Voluntary and Community Sector in dealing with our waste.

The Government is also expected to introduce regulations on the recycling of waste electrical equipment and further consultation with local authorities and industry will follow. The Merseyside Waste Partnership continues to respond to national, and other, consultation exercises to ensure that Merseyside's opinions are taken into account in the development of new waste policies and legislation.

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 included the development of a 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.

These initiatives will be completed during the next year and they 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. In 2007, the EU are also expected to introduce a new 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.

2. Procurement Strategy

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



New Waste Facility at Bidston Moss

2006 will see the largest waste management facility on Merseyside open in Wirral.

The integrated facility at Bidston Moss is the first of its kind for the region and features cutting edge technology which will help dramatically increase recycling rates for household waste in Wirral and Merseyside.

The site incorporates a new Household Waste Recycling Centre, a Materials Recycling Facility, an In-Vessel Composter, a Waste Transfer Station and an Education Centre.

The facility is able to sort waste into separate streams and will recycle green and kitchen food waste. It will be able to handle over 10,400 tonnes of green and kitchen waste and over 30,000 tonnes of recyclable materials.

The facility has been developed by MWDA in partnership with Wirral Borough Council, current contractor Mersey Waste Holdings Ltd., and the Department of Environment, Food and Rural Affairs, who contributed £5m of funding.

The new facility can sort paper, cardboard, plastic, cans, glass and more, which is then processed into recycled products. It can also safely accept residual waste collected by local councils as well as welcome the general public who can drop off their household items which will then be recycled.



Currently on Merseyside, over 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 £35m 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 submitted an Outline Business Case to apply for Private Finance Initiative (PFI) funding from the Government. The Case sets 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-year period and will include residual waste treatment and its 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.

The total estimated lifetime and cost of the three contracts is over 25 years and will be in excess of £2bn. 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 money waste management for the residents of Merseyside.

3. Sustainable Development Strategy

In an age where environmental concerns and climate change feature regularly in news headlines, it is clear that everyone must play their part to improve on the delivery of sustainable development goals. MWDA faces its own challenges and opportunities in reconciling social, economic and environmental objectives that reflect the Government's sustainable development strategy, 'Securing the Future' (2005).

The National Strategy contains five principles:

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

The Strategy also contains four priorities:

- Sustainable consumption and production
- Climate change
- Natural resource protection
- Sustainable communities

In delivering sustainable waste management, MWDA has taken its lead from the Government and considers climate change a key driver for achieving sustainable development. The activities involved in producing and managing Municipal Solid Waste contributes some 2.5% of the total UK greenhouse gas emissions.

The Authority has, to date, incorporated sustainable development into the Joint Municipal Waste Management Strategy for Merseyside and is undertaking preliminary work on implementing a Sustainability Appraisal and Strategic Environmental Assessment of the MWDA Planning Strategy for waste management facilities.

We are also reviewing how the Authority operates as a more sustainable organisation. In 2005, we analysed our own office waste recycling and found that we recycle 1.055 tonnes of office waste (67.5%). Our aims will be to reduce the amount of waste we produce in the first instance and then recycle more.

In 2006, we established a baseline of corporate understanding of sustainability through a staff





Merseyside Compost Network

Helping local residents turn some of their everyday household waste into useful garden material is seen as a crucial method of decreasing the amount of waste being sent to landfill.

The Merseyside Compost Network has continued to promote the use of compost throughout 2005 and 2006 and will continue to do so.

The partnership of Merseyside Waste Disposal Authority and the five District Councils of Merseyside has helped organise various events throughout the year, including compost and soil improver giveaways and question and answer sessions for people interested in composting their green and food household waste.

The events (held in autumn and spring) were part of a continued drive by the Network to raise awareness about green waste and recycling.

Aside from reducing waste, composting also improves the nutrient levels and the structure of soil, preventing erosion and retaining the soil's water holding capacity. All of these benefits contribute to better root development and a healthy flourishing garden. 23% of the country's population currently compost at home.

survey. This study proved valuable and will provide supporting evidence as the Authority undertakes a Best Value Review of Sustainable Development with the aim of developing and implementing an Action Plan – ‘Achieving Sustainability’ - which should include:

- Sustainable development policy
- Consistent corporate approach to sustainability
- Making greater use of sustainable decision-making tools
- Sustainable project management and procurement
- Programme of education, awareness and training
- Improved understanding of sustainable development and sustainable waste management by Authority Members, staff and our communities

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
- Engagement with the people of Merseyside to support sustainable communities
- Strengthen our Strategy and Procurement processes
- More attractive investment opportunities

4. Education and Awareness Strategy

The success of the Joint Merseyside Waste Management Strategy will depend upon changing attitudes to waste. There is a need to encourage all residents on Merseyside to move from a position of some awareness regarding waste issues to active participation in the recycling services provided by the Authority and partnership District Councils, so that reducing waste and maximising recycling becomes an integral part of everyday living.

The Authority is required as part of the Strategy to deliver a range of education, training and awareness initiatives as part of the overall communications approach to sustainable waste management. At present, these activities are delivered in part by Mersey Waste Holdings Ltd., but they are not contracted to deliver our overall education and awareness programme.

A project has been implemented in 2006 to ensure that we can put in place improved and expanded opportunities for residents which will allow them to increase their own awareness through education, awareness raising and training such as but not restricted to:

- Visits to facilities and maximising use of our new education centres at Bidston and South Sefton
- Education packs
- Presentations by MWDA officers
- Participation in joint/individual awareness raising campaigns and initiatives e.g. Big Recycle, World Environment Day
- Training programmes including the Planit Waste simulation
- Opportunities to engage in waste management consultations

The Merseyside-wide message on waste prevention, minimisation, reuse and recycling will aim to enhance and add value to local District initiatives and the work of MWHL not replace them.

Whilst there will always be a need to promote services at the local level, the Merseyside-wide campaign will compliment this work by increasing general awareness, meaning that residents are more receptive to information provided at local level.

Once in place the programme will aim to inform, encourage and promote individual and community knowledge and participation in existing and new sustainable waste management practices. The theme of the message will be that effective waste management is proven to make economic, social and environmental sense benefiting everybody's quality of life.

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 is committed to establishing a Communications Strategy in 2006 that will have the following aims:

- To build in communications and marketing as an integral part of corporate planning and decision making
- To establish an effective system of risk identification, analysis and control in relation to communication projects



- To continue to improve joint working with District Councils in relation to communications and marketing
- To contribute towards sustainable improvements in service and the achievement of best value and Gershon efficiencies
- To ensure the corporate health of the Authority in relation to its activities, service and profile

Typical objectives which the Communications Strategy would include to fulfil its aims are:

- The development of a proactive and effective communications approach to the procurement process to include:

- (i) Managing communications around the development of a Planning Strategy and Waste DPD
- (ii) Managing proactive communications of key milestones within the procurement process
- (iii) Managing the risks in information management related to the Procurement Process
- (iv) Event management related to key milestones within the Procurement Process
- (v) Development of communications based around the development of new facilities including public consultation, member briefing and media liaison

- The development of a joint communications approach with District Councils. This will identify opportunities for joint working and efficiency savings to include:

- (i) Development of a Merseyside wide recycling awareness campaign
- (ii) Possible development/adoption of a Merseyside wide recycling brand
- (iii) Development of communication resources to e.g. single Merseyside web site and recycling telephone line for information
- (iv) Communications support and expertise for local communication campaigns using consistent messages and approaches

- The establishment of a more coherent and effective communications protocol with the Authority's LAWDC - Mersey Waste Holdings Ltd. To include:

- (i) Develop joint communications in relation to the promotion of the Authority's Waste Contracts where applicable and relevant
- (ii) Develop a joint approach in dealing with communication issues relating to the

Procurement Process and the future working relationship between the two organisations

- A proactive communications programme that reinforces positive recycling, waste minimisation and waste management messages throughout the year based around key dates and events e.g Composting Week, Real Nappy Week etc. The programme will:

- (i) Provide information of the media opportunities for range of days and events throughout the year and show the linkages to existing strategies, plans and projects – e.g. the Waste Minimisation Strategy delivered by the Waste Minimisation Officer – area of work - Real Nappies
- (ii) Provide information about events that could be linked to these media opportunities
- (iii) The programme will also accommodate Authority comment and reactions on changes of international, national and local policy and performance as well as other areas relating to all aspects of waste management

- An Authority Media Protocol which will outline the processes that the Authority has in place to deal with the media in both a proactive and reactive way. The Protocol will:

- (i) Outline the process for dealing with both proactive and reactive media approaches
- (ii) Detail the levels of responsibility for the types of media response and information
- (iii) Provide information and advice on media handling

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. In 2005/06, Merseyside was given an allowance equating to 488,572 tonnes of BMW. The Trading Scheme introduces some flexibility by allowing waste disposal authorities to trade with each other for allowances where there are surpluses



Xmas giveaway

Merseyside Waste Disposal Authority (MWDA) undertook a major campaign to tackle the region's festive waste in a bid to persuade all Merseysiders to recycle a 250 tonne mountain of real Christmas trees.

The 'Make Waste Your Gift' campaign launched with a region-wide radio and advertising drive and a prize draw at each of MWDA's 14 Household Waste Recycling Centres, urging Merseyside consumers to recycle their Christmas waste.

It is estimated that the region's households buy on average 170,000 real Christmas trees – enough to stretch end-to-end 190 miles from Liverpool to Bristol, Newcastle or Cambridge.

Trees collected at the Recycling Centres are shredded and then turned into chippings for compost use on gardens.

The amount of real trees simply thrown away after Christmas puts significant pressure on Merseyside's shrinking landfill capacity. The 'Make Waste Your Gift' campaign asked people to act responsibly and to make sure their real trees and other Christmas waste could be recycled once celebrations were over.



Real Nappy Network

The Merseyside Real Nappy Network has been working hard to promote the use of real (cotton) nappies in an effort to minimise the amount of waste caused by disposables.

The Network is a partnership involving Merseyside Waste Disposal Authority and the region's five District Councils and provides all year round advice and information about real nappies for all new parents.

Disposable nappies consist of complex and environmentally damaging products made of paper pulp, plastics and absorbent gel. It has been estimated that they don't degrade for at least 300 years. Real nappies, on the other hand, are made of natural materials that naturally degrade over a relatively short period of time.

This year the Network has provided all midwife teams in Merseyside with a real nappy training kit, which includes a variety of real nappies, a practice doll, a video and CD and a handbook which provides information and tips for using real nappies.

Events are regularly organised throughout Merseyside where parents are able to go along to see practical displays and receive free information about real nappies.

and shortfalls or to borrow and bank allowances from year to year except in target years (the first target year being 2009/10).

Trading prices are not fixed and are therefore 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 final closure of accounts for 2005/06 will not take place until 30th September 2006, however, the Authority anticipates that it will have a surplus of approximately 30,000 tonnes. This surplus will be carried forward into future years.

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.

In 2006/07, the Merseyside allowance is reduced by almost 30,000 tonnes. We hope to continue to increase recycling performance, but against a back-drop of possible increases in waste arisings it will be difficult to manage within our allowances this year and increasingly so in future years.

We have therefore secured a significant amount of additional allowances through trades with other authorities and now expect to be fairly close to acquiring sufficient allowances up to but not including the first target year in 2009/10.

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:

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 and it is intended that this will be included in a Sustainability Best Value Review to commence in July 2006. Corporate Social Responsibility (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.

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. 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.



Waste Analysis Project

Merseyside Waste Disposal Authority (MWDA) has been working with the region's five District Councils in a bid to determine the types of waste being thrown away by Merseyside householders.

As part of the normal collection rounds a special team has been checking and analysing the types of waste in the region's household bins, monitoring both the amounts and kinds of waste discarded by householders including paper, magazines, cans and bottles as well as food, garden waste and plastics.

The samples of waste, selected randomly from normal collections, are then taken to one of MWDA's recycling centres for analysis.

The results will be used to help improve the efficiency of recycling and waste collections and also to help MWDA plan for the future in the development of new facilities and methods of disposal.

The research has been repeated over the year to gauge waste habits during autumn, winter, spring and summer. The results are expected late 2006 following the final analysis in June.

(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.

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.

5. Communications Policy

In order to formalise the Authority's approach to communications, a Communications Policy

has been produced. The policy will be 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
- 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

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

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.

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 Value Performance Plan. The following is a summary of the outcomes of reviews, audits and inspections undertaken in the last year and future plans.

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:

Challenge

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

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

Compare

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

Compete

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

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.

The current Best Value Review Programme is as follows:

2006/07 to 2008/09		Start Date	End Date
2006/07	Sustainable Development	Jun 06	Oct 06
	Hazardous Household Waste	Jun 06	Sep 06
	Household Waste Recycling Centres	Jun 06	Nov 06
	Waste Minimisation	Sep 06	Mar 07
2007/08	Establishment	Apr 07	Oct 07
	Communications Strategy	Apr 07	Mar 08
2008/09	Waste Management Strategy	May 08	Jan 09

BEST VALUE REVIEWS

Household Waste Recycling Centres (HWRC) and Clinical and Hazardous Waste

These reviews have been delayed because resources have been directed towards the Waste Management Procurement Process. However, it is planned that these reviews will be completed in 2006.

AUDITS

Annual Audit Letter 2004/05

The Annual Audit Letter 2004/05 was published in January 2006. The letter summarises the conclusions and significant issues arising from the Audit Commission's recent work with the Authority. The following is an extract from the letter relating to its Key Messages.

Introduction

Merseyside Waste Disposal Authority has worked with District Councils in Merseyside to develop an ambitious Joint Municipal Waste Strategy. The Strategy sets challenging but realistic targets to maximise recycling and to minimise the use of landfill. The Authority is now moving into developing detailed proposals for delivering the strategy through the Procurement Strategy for contracts after 2008.

This is an important time for the Authority as it develops the detailed plans for delivering waste solutions for the future, whilst at the same time delivering value for money on an ongoing basis.

The Authority's performance

The Waste Disposal Authority is engaged in work with a number of partners to enable it to meet its targets for waste through the Waste

Strategy. The Authority is committed to working with partners but to ensure the effectiveness of the arrangements it needs to ensure there is clarity over the roles of the partners and that this is communicated effectively.

The Authority is well placed to ensure that the performance measures it is putting into place will enable it to manage performance effectively. An important part of that will be to ensure that performance information is timely and that it is subject to rigorous internal challenge.

The Accounts

The Authority's accounts were prepared and approved in line with statutory requirements and we were able to provide an unqualified opinion. There were no issues of significance for us to report to Members before we gave our opinion.

Financial position

The Authority's financial position is prudently managed with adequate reserves to meet unplanned contingencies. The Authority's prudent financial planning has enabled it to plan for a lower than expected levy increase for 2006/07. The Authority will need to continue to work with partners in the Districts to ensure it secures future levy increases to enable it to meet the objectives of the Waste Strategy in the medium-term.

Action needed by the Authority

The Authority needs to continue to work with partners so that there is clarity over roles and that this is communicated effectively. The performance framework being put in place needs to be supported by timely and robust performance information.

Monitoring our Performance

WHAT IS BEST VALUE?

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

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 information and 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

Approach to Efficiency Improvement

Improvements in performance are identified in the establishment of performance targets. Those set for 2005/06 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 will be designed to economies of scale throughout the life of the contract as a central part of the process. Some of the mechanisms we will examine 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 will also examine our corporate services including the procurement of other goods and services, and capital projects within the Authority to look for innovation and efficiency savings.



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.

ALL JOINT WASTE DISPOSAL AUTHORITIES

Statutory Environmental Indicators 2005/06

BVPI	Description	ELWA	GMWDA	MWDA	NLWA	WLWA	WRWA
82a	Percentage of total tonnage of household waste arisings which have been recycled.	11.08%	15.64%	11.88%	15.40%	15.91%	20.23%
82b	Percentage of total tonnage of household waste arisings which have been sent for composting.	4.00%	6.86%	6.76%	5.49%	8.68%	1.83%
82c	Percentage of total tonnage of household waste arisings which have been used to recover heat, power and other energy sources.	6.29%	9%	0.06%	34.35%	0.10%	0.07%
82d	Percentage of total tonnage of household waste arisings which have been landfilled.	78.63%	68%	81.30%	44.75%	75.31%	77.88%
84	Number of kilograms of household waste collected per head	473kg	TBC	566kg	480.22kg	441kg	374kg
87	Cost of waste disposal per tonne for municipal waste.	TBC	TBC	£46.67	TBC	£40.13	TBC
90c	The percentage of people satisfied with waste disposal	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required

ELWA
GMWDA
MWDA
NLWA
WLWA
WRWA

East London Waste Authority
Greater Manchester Waste Disposal Authority
Merseyside Waste Disposal Authority
North London Waste Authority
West London Waste Authority
Western Riverside Waste Authority

CORPORATE HEALTH INDICATORS

		2004/05 Actual	2005/06 Target	2005/06 Actual	2006/07 Target	2007/08 Target	2008/09 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%	2.80%	0%	3.50%	3.50%	3.50%	→
BVPI11c	The percentage of top 5% earners who have a disability.	N/A	3.60%	0%	3.50%	3.50%	3.50%	→
BVPI12	Average no. of working days lost to sickness per employee	12.84 days	11 days	7.08 days	10.47 days	10.47 days	10.47 days	↑
BVPI14	Early retirements (excluding ill-health retirements) as a percentage of the total workforce over 50 years of age	0%	0.33%	0%	0.20%	0.20%	0.20%	→
BVPI15	Ill-health retirements as a percentage of the total workforce	NIL	0.36%	4.00%	0.36%	0.36%	0.36%	↓
BVPI16a	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	0%	3.60%	0%	3.50%	3.50%	3.50%	→
BVPI16b	... compared with the percentage of economically active disabled people in the authority area	3.60%		3.50%				Benchmark only
BVPI17a	The percentage of local authority employees from minority ethnic communities	4.08%	4.08%	6.15%	6.15%	6.15%	6.15%	↑
BVPI17b	...compared with the percentage of the economically active minority ethnic community population in the authority area	2.80%		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	↑

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

The average number of working days lost to sickness in 2005/06 was 7.08 days compared to a target of 11 days. This is a significant reduction in last year's sickness levels which stood at 12.84 days. Sickness Absence Management procedures have

been applied consistently throughout the year which has showed the current reduction in sickness absence.

The Authority is pleased with the improvement and will continue to carefully manage any future absences in order to maintain continuous performance improvement in 2006/07.

ENVIRONMENTAL HEALTH INDICATORS

		2004/05 Actual	2005/06 Target	2005/06 Actual	2006/07 Target	2006/07 Target	2006/07 Target	Note
BVPI82a (i)	Total tonnage of household waste arisings - percentage recycled	9.19%	22.00%	11.78%	12.00%	13.50%	15.35%	↑
BVPI82b (i)	Total tonnage of household waste arisings - percentage composted	4.21%		6.73%	10.40%	11.40%	13.50%	↑
BVPI82c (i)	Total tonnage of household waste arisings - percentage used to recover heat, power and other energy sources	0.06%	0.07%	0.05%	0.05%	0.05%	0.05%	↓
BVPI82d (i)	Total tonnage of household waste arisings - percentage landfilled	86.54%	77.93%	81.38%	77.55%	75.05%	71.10%	↑
BVPI82a (ii)	Total tonnage of household waste arisings - percentage recycled	N/A	N/A	90,734	96,600	111,500	130,700	New
BVPI82b (ii)	Total tonnage of household waste arisings - percentage composted	N/A	N/A	51,816	83,500	94,300	114,800	New
BVPI82c (ii)	Total tonnage of household waste arisings - percentage used to recover heat, power and other energy sources	N/A	N/A	389.1	400	400	500	New
BVPI82d (ii)	Total tonnage of household waste arisings - percentage landfilled	N/A	N/A	627,185	623,200	621,500	605,700	New
BVPI84a	Kg of household waste collected per head of population each year	581kg	603kg	564kg	589kg	606kg	624kg	↑
BVPI84b	Percentage change from the previous financial year in the kg of household waste collected per head of population	N/A	N/A	-2.89%	4.43%	2.89%	2.97%	New
BVPI87	Cost of waste disposal per tonne for municipal waste	41.09	44.74	46.67	51.50	55.50	59.50	↓

COMMENTS ON ENVIRONMENTAL HEALTH

↑ BVPI 82a and b.

The performance of the Merseyside Waste Partnership continues to improve with the overall performance for 2005/2006 achieving 18.51%. This figure represents the total waste recycled and composted by the MWDA and the five partner District Councils and compares with 13.6%, being the actual performance for 2004/05.

In 2005/06, 143,000 tonnes of household waste was recycled or composted compared with a total of 106,203 in 2004/05.

Although this improved performance continues the improvement shown in recent years, it falls short of the target set for 2005/06 of 22% which reflected the pooled target set by Government. Recently, Government has consulted nationally on the setting of future targets and have confirmed the 22% target for Merseyside for 2007/08.

In 2006/07 we will continue to develop and implement solutions to increase the amount of Merseyside's household waste that is

recycled and composted, including the operation of new waste sorting and composting facilities that have been recently constructed.

↑ BVPI 84 a and b

The Government's waste hierarchy confirms reduction as the most favourable method of dealing with waste. These indicators measure the amount of household waste produced per resident, and a reduction in the figure indicates an increase in performance.

The amount of household waste generated per resident in Merseyside for 2005/06 is calculated as 564 kg per person. This compares favourably with both the actual figure for 2004/05 of 581 kg and the anticipated figure for 2005/06 of 603 kg per person, and equates to a percentage reduction compared with 2004/05 of -2.89%.

This achieved figure of 564 kg per person reflects the fact that the total amount of household waste produced on Merseyside in 2005/06 was 770,000 tonnes, compared with 793,000 tonnes in 2004/05. It is too early to say whether this reduction will continue in future years.



COMMENTS ON LOCAL INDICATORS PERFORMANCE

The Joint Municipal Waste Management Strategy and the Landfill Allowance Trading Scheme (LATS) both include targets that the Authority and its partners must work towards. Whilst the current set of statutory Best Value Performance Indicators provide an indication of our environmental performance, these indicators relate specifically to the household waste stream.

The JMWMS and LATS both deal with municipal waste which includes additional waste streams handled by the Merseyside local authorities. It has therefore been necessary to review our local performance indicators in 2005/06 to allow us to manage and monitor our environmental performance more closely.

The following includes some of our original performance indicators which we feel still reflect our corporate priorities but now includes additional indicators which best reflect progress towards meeting targets set in the JMWMS and LATS in 2009/10.

KEY

- Municipal waste definition: Municipal waste is defined as 'waste from households, as well as waste which, because of its nature or composition, is similar to waste from households.'

- Household waste definition: Household waste is defined as '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.'

PERCENTAGE OF MUNICIPAL WASTE DIVERTED / DISPOSED

	2005/06 Target	2005/06 Actual	2006/07 Target	2007/08 Target	2008/09 Target	2009/10 Target
Knowsley Diverted Landfill	15.00% 85.00%	11.45% 88.55%	24.20% 83.00%	26.40% 81.00%	28.60% 81.00%	30.80% 52.00%
Liverpool CC Diverted Landfill	15.00% 85.00%	9.72% 90.28%	24.00% 76.00%	26.00% 76.00%	28.00% 72.00%	30.00% 70.00%
Sefton BC Diverted Landfill	21.00% 79.00%	18.48% 81.52%	23.80% 76.20%	26.60% 73.40%	29.40% 79.00%	32.20% 67.80%
St Helens BC Diverted Landfill	15.00% 85.00%	17.87% 82.13%	22.50% 77.50%	25.20% 74.80%	27.80% 72.20%	30.40% 69.60%
Wirral BC Diverted Landfill	18.00% 82.00%	12.25% 87.75%	20.40% 79.60%	22.80% 77.20%	25.20% 74.80%	27.60% 72.40%
HWRC Diverted Landfill	22.00% 78.00%	44.48% 55.52%	50.00% 50.00%	54.00% 46.00%	54.00% 46.00%	55.00% 45.00%
Merseyside Total Diverted Landfill	22.00% 78.00%	21.01% 78.99%	22.40% 77.60%	27.00% 73.00%	33.00% 67.00%	44.00% 56.00%

Comments on Percentage of Municipal Waste Diverted / Disposed

The adjacent local indicators are new and have been developed to assist us in tracking Merseyside's performance against the Joint Municipal Waste Management Strategy. The JMWMS sets targets for reuse, recycling and recovery, shown collectively above as 'Diverted' with the aim being to significantly reduce the amount of waste going to landfill. The first target year is 2009/10 which is in line with the first target year for the Landfill Allowance Scheme (LATS). Because it is a Joint Strategy, it will require performance improvement by both the MWDA and the five Merseyside District Councils. In 2005/06, each partner has

developed an Action Plan to implement their individual contribution to the Strategy. The targets above have been drawn from these Plans. We are pleased to see that progress has been made in 2005/06 and that overall on Merseyside, 21.01% of waste was diverted from landfill, compared to a target of 22%.

It should be noted that these indicators are based on the municipal waste stream and should not be used as a direct comparison with the Environmental Best Value Indicators which are based on the household waste stream. We will be reviewing the JMWMS in 2006/07 which will include reviewing how we set targets and track performance.

LANDFILL ALLOWANCE TRADING SCHEME (LATS)

	2004/05 Actual	2005/06 Allowance	2005/06 Estimated	2006/07 Allowance	2007/08 Allowance	2008/09 Allowance	2009/10 Allowance
Tonnes to Landfill	510,493	488,572	458,714	458,951	419,457	370,089	310,848
	Actual	Target	Actual	Target	Target	Target	Target
Annual Waste Arisings Increase / (Reduction)	2.70%	3.00%	-2.99%	3.00%	3.00%	3.00%	3.00%

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. Last year, we estimated that

waste arisings would continue to increase by around 3% in line with national trends. Our 2005/06 performance shows that waste growth actually reduced by almost 3%, having a dramatic effect on our usage of allowances. Whilst we had anticipated last year that we would have a shortfall in allowances, we have in fact realised a surplus of allowances which will be used to offset predicted shortfalls in future years. It is difficult to predict waste arisings however, we do not anticipate a continued reduction in waste.

ASBESTOS SERVICE

	2004/05 Target	2004/05 Actual	2005/06 Target	2005/06 Actual	2006/07 Target	2007/08 Target	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	35 days	35 days	↓

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

The average waiting time for the asbestos disposal service was 48 days in 2005/06 compared to 45 days in the previous year. We are disappointed that the waiting times have

not improved. Whilst waiting times in the winter period have been reduced to less than 30 days, the demand for the asbestos service during the summer period is significantly higher and results in longer waiting times. As a result of this performance monitoring, we are putting in place additional resources to reduce the waiting time during the peak period in 2006/07.

HOUSEHOLD WASTE RECYCLING CENTRES

Household Waste Recycling Centres (HWRC) – percentages of waste recycled and composted or diverted from landfill.

	2004/05 Actual	2005/06 Target	2005/06 Actual	2006/07 Target	2007/08 Target	Note
Formby	35.62%		45.63%			↑
Sefton Meadows	20.79%		29.85%			↑
Otterspool	20.80%		27.92%			↑
Kirkby	14.26%		36.36%			↑
Rainford	31.37%		41.34%			↑
Rainhill	33.04%		40.35%			↑
Ravenhead	19.04%		33.12%			↑
Newton-le-Willows	27.23%		45.39%			↑
Bidston Moss	19.84%		31.83%			↑
West Kirby	33.42%		45.19%			↑
Clatterbridge	24.05%		30.55%			↑
South Sefton Recycling Park	48.67%		50.34%			↑
Southport	25.61%		34.54%			↑
Huyton	10.66%		20.19%			↑
All sites – Household Waste	22.18%	37.00%	33.30%	41.00%	45.00%	↑
All sites - Total Waste Diverted from Landfill	36.18%	47.00%	44.48%	44.48%	50.00%	↑

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.

Recycling performance at the HWRCs substantially improved from 22.18% in 2004/05 to 33.3% in 2005/06, continuing the trend established in previous years. However the target set for 2005/06 of 37% was not met. 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.

In 2005, as part of an integrated waste management facility, we opened a redeveloped HWRC at Bidston in Wirral which, together with changes in operational practice, has contributed to the increased recycling performance. We continue to work with Liverpool City Council to develop an additional HWRC within the Liverpool area.

HOUSEHOLD WASTE RECYCLING CENTRES LOCATIONS AND RECYCLABLE MATERIALS KEY

Household Waste Recycling Centre	Cans	Cardboard	Car Batteries	Engine Oil & Filters	Franchisee	Glass Bottles / Jars	Garden Waste	Household Batteries	Paper	Plastics* (trial only at this site)	Rubble	Scrap Metal	Textile	Timber	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	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	

Bidston Moss landfill

A pioneering regeneration scheme is helping to transform a former Wirral landfill site into community woodland.

As part of Newlands (Northwest Regional Development Agency and Forestry Commission) Bidston Moss has been undergoing considerable work which is helping to enhance the existing site, owned by Merseyside Waste Disposal Authority, and create multi-functional community woodland.

A range of activities include:

- Connecting the site's bicycle track network to the Millennium National Cycle Network, offering a greater level of ability for mountain bikers. It is hoped this will prevent man-made environmental damage to the area and support local health and fitness initiatives
- Restructuring the existing three-hectare lake following consultation with the Association of Wirral Angling Clubs and the Wirral Council Rangers Service
- Improving wildlife habitats and encouraging more marginal vegetation
- Improving the Stargazer eco-statue with the introduction of further artworks around the feature to add drama and impact

Steps are also being taken to run a range of other activities on site to turn it into a beacon which will attract visitors from a wider catchment area as well as optimising the quality of place for local people.



CLEAN MERSEYSIDE CENTRE (CMC)

In 2000 MWDA recognised that there was an urgent need for a dedicated market development programme. The CMC was established to support a whole range of businesses involved in recycling or using recycled materials.

'The Clean Merseyside Centre (CMC) will support the implementation of a Merseyside sustainable waste strategy and diversion of waste from landfill by stimulating a strong secondary materials economy on Merseyside. CMC will achieve this by supporting sustainable collection, developing reprocessing capacity, markets for recycle in manufacturing, expanding the end-use market for recycled products'.

The CMC secured European Regional Development Fund (ERDF) Objective One Funding and funding from the Landfill Tax Credit Scheme in partnership with EB Nationwide, and financial contributions from MWDA together with 'in kind' staff time from the Merseyside District Councils.

The CMC's expertise has supported companies and organisations in a number of different ways:

- Technical and business support from the UK and international experts

- Intelligence – sector specific information and market research
- Funding support – grant advice and assistance with funding applications
- Research and development
- Collaborative good practice events, including seminars and workshops

The CMC has been a catalyst for a number of great success stories in the recycling sector and has had a big impact on the local economy and the diversion of material from landfill.

Summary of CMC'S Achievements 2000 - 2006

TONNES DIVERTED	268,318
BUSINESSES ASSISTED	107
NEW BUSINESSES	6
NEW JOBS	81
JOBS SAFEGUARDED	146

Strategy for Future Development and the North West Regional Market Development Programme (ReMade North West).

Through the success of the CMC on Merseyside and in recognition of the aspirations of the North West Regional Waste Strategy there was a call for the establishment of a regional organisation to co-ordinate and oversee market development for products from all

Performance and Outputs (CMC Phase 3 - February 2004 – March 2006)

	2004 Target	2004 Actual	2005 Target	2005 Actual	2006 Target	2006 Actual	Project final totals
SME's receiving Substantive Assistance	10	11	15	12	0	2	25
Business Start Ups	1	0	0	2	1	2	4
Gross Additional Jobs	0	21	25	20	30	0	41
Gross jobs safeguarded	10	35	20	11	0	0	46
Tonnes Diverted from Landfill (k/tonnes)	20	20	30	0	0	211,118	231,118

waste streams. This was a key action in order for the region to manage its waste in a more sustainable manner.

About the future

The CMC, through close partnership with MWDA, Government Office for the North West, North West Regional Development Agency, Envirolink North West and the Waste and Resources Action Programme (WRAP), has established a regional market development programme for the North West. The programme aims to build on the success and best practice from the CMC as well as drawing on expertise from WRAP – the national market development programme. The programme will focus on the following areas:

- Organics - developing infrastructure and end markets for organic materials and compost products.

- Brownfield land and regeneration - developing the application of organic material and other recycled products in brownfield land restoration and regeneration schemes.
- Procurement - working with public and private sector organisations to encourage them to buy recycled.
- Commercial collection - facilitating the creation of commercial waste recycling collection schemes.

A full copy of the recently published report 'Clean Merseyside Centre – Our Success' is available from the CMC Website: www.clean-merseyside.com and from the MWDA Website: www.merseysidewda.gov.uk.





MWDA launch education campaign

Merseyside Waste Disposal Authority (MWDA) appointed the first ever waste education specialist in Merseyside as part of an initiative to improve the region's waste minimisation and recycling record.

Lesley Barnabus was appointed as Education Project Officer for MWDA's Waste Strategy Team with the remit to assist in delivering an education programme to improve the general level of public awareness and knowledge about domestic waste and the environment.

The Education and Awareness project is part of the Joint Municipal Waste Management Strategy for Merseyside (JMWMS). In order to ensure public participation is fully engaged, the JMWMS is required to deliver education, training and awareness as part of the overall communications approach to sustainable waste management messages including recycling, reuse and waste minimisation.

The delivery of this work will support the Authority in educating stakeholders across the Merseyside region in sustainable waste management issues.

Key to the Education and Awareness Project is the new education centre at Bidston, which will soon be available for local schools, community groups and general members of the public to learn more about waste management and recycling.

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.

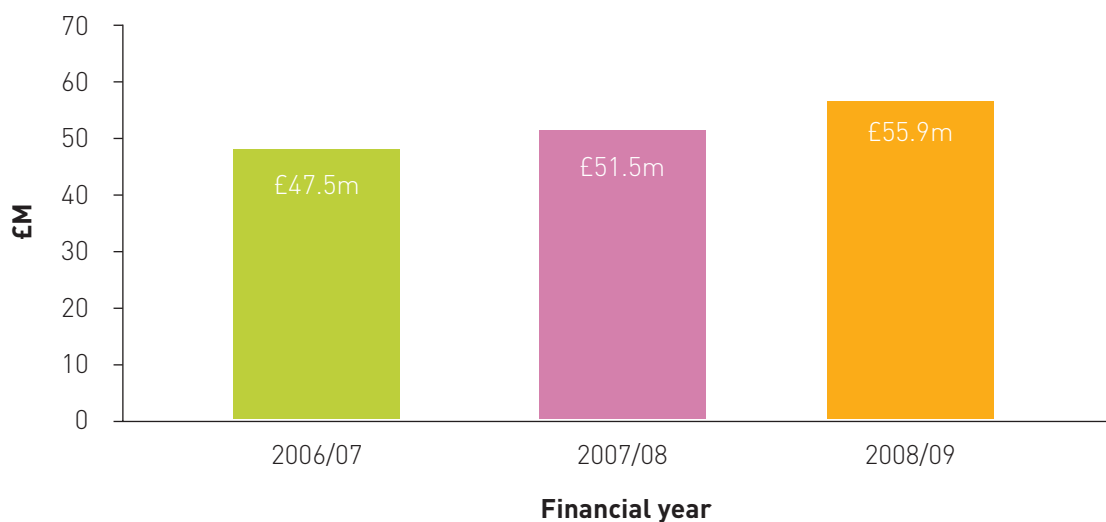
The Authority's Revenue Budget for 2006/2007 is shown below along with the comparative figures for 2005/2006.

	2005/06 Budget £M	2005/06 Actual £M	2006/07 Budget £M
Disposal of District Waste & Recycling Credits	17.1	16.8	20.0
Waste Reception Centre Provision	8.8	8.3	8.5
Other Costs	6.2	3.0	4.6
Landfill Tax	14.4	13.3	15.8
Total Expenditure	46.5	41.4	48.9
Less: Income	1.3	1.2	1.4
Net Expenditure	45.2	40.2	47.5
Authority Balances Used	-	-	-
The Levy	45.2	40.2	47.5

SIGNIFICANT VARIATIONS

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:

Three year forecast





Cash fund for community recycle groups

Seven Merseyside community groups were awarded cash grants in March 2006 under an initiative designed to make the region a greener place.

Merseyside Waste Disposal Authority (MWDA) released the grant as part of its Community Waste Education and Awareness Fund in Merseyside programme.

Reducing the amount of waste in Merseyside is a major part of improving the environment of local communities. To help achieve this, MWDA gave the funding to projects that help raise awareness of reducing, reusing or recycling waste.

The successful projects were:

- Halewood Arts Association, Junior Artists Club
- Dingle Multi-Agency Centre
- Bulky Bob's
- Wirral LA21 Network
- Energywise Recycling
- Energywise Recycled Glass
- Childwall Estates Management Board

Under the guidelines, a project must:

- Benefit the local community and Merseyside
- Make a lasting improvement to the community/neighbourhood and have the support of local people in your area

All the projects were undertaken within the region of Merseyside. Another round of funding will be made available for 2006/07.

Achievements & Plans for Improvement

WHAT WE DID LAST YEAR 2005/06	WHAT WE PLAN THIS YEAR 2006/07	OUR FUTURE PLANS AND PRIORITIES 2007 - 2009
WE PUBLISHED a Joint Municipal Waste Management Strategy (JMWMS) for Merseyside which was ratified by all Merseyside District Councils.	WE PLAN to work with our partners to update the Strategy on an annual basis	WE PLAN to implement systems on the ground which will deliver against the Strategy objectives and to begin a full review of the Strategy for completion in 2010
WE AGREED a Memorandum of Understanding with the Merseyside Collection Authorities to promote effective co-operation	WE PLAN to complete an Inter Authority Agreement between the Merseyside Waste Partnership to deliver the JMWMS	
WE SUPPORTED the Waste Collection Authorities to develop District Council Action Plans (DCAP's)	WE PLAN to monitor and review the implementation of the ratified DCAP's and ensure they are compatible with strategic objectives	
WE APPROVED a Waste Minimisation Strategy	WE PLAN to implement the objectives of the Waste Minimisation Strategy and review it under Best Value.	
	WE PLAN to develop and approve a Reuse Strategy	WE PLAN to implement the Reuse Strategy
	WE PLAN to develop and deliver an Education and Awareness and Training Programme that addresses the requirements of the JMWMS	
	WE PLAN to develop a Community Plan to ensure MWDA objectives inform strategic documents and decision making at the District Level	WE WILL CONTINUE to promote strategic waste management as a key priority for District Councils

WHAT WE DID LAST YEAR 2005/06	WHAT WE PLAN THIS YEAR 2006/07	OUR FUTURE PLANS AND PRIORITIES 2007 - 2009
WE COMMENCED a full Waste Composition Analysis	WE WILL COMPLETE and publish the results of the Waste Composition Analysis and use the results to inform our procurement, communications and education programmes	
	WE PLAN to scope the role of the Community and Voluntary Sector in the delivery of the JMWMS	WE WILL work with the Community and Voluntary Sector to develop their role in the delivery of the JMWMS
	WE PLAN to develop a joint communications protocol and implement a communications project 'Recycle for Merseyside'	
WE ESTABLISHED a Corporate Social Responsibility (CSR) Policy	WE PLAN to undertake a Sustainable Development Best Value Review (incorporating CSR)	WE PLAN to implement the Improvement Plan from the Best Value Review of Sustainable Development
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 contributed to the process of developing a Waste Development Planning Document(Waste DPD)	WE PLAN to implement a Planning and Site Selection Strategy to support the Procurement Programme to feed into the Waste DPD process	WE PLAN to continue to support the Waste DPD process
WE successfully acquired £5m of funding from DEFRA and commenced the Bidston and Gillmoss project. We have substantially completed the Waste Facility at Bidston (Waste Transfer Station, Household Waste Recycling Centre, Materials Reclamation Facility, In-Vessel Composting Facility and Education Centre). The Transfer Station, Recycling Centre and Composting Facilities are now operational.	WE PLAN to complete outstanding works at Bidston and composting facilities at Gillmoss	WE PLAN to commence operation of the composting facility at Gillmoss in 2007.



WHAT WE DID LAST YEAR 2005/06	WHAT WE PLAN THIS YEAR 2006/07	OUR FUTURE PLANS AND PRIORITIES 2007 - 2009
WE COMPLETED the review of the long-term future of the Clean Merseyside Centre (CMC) and finalised a proposal for the establishment of a North West Market Development Programme to take the project forward.	WE PLAN to secure Merseyside deliverables in the North West Market Development Programme	WE PLAN to monitor Merseyside deliverables in the North West Market Development Programme
WE IDENTIFIED the impact of the Landfill Allowance Trading Scheme (LATS) and budgeted accordingly and developed a trading protocol to manage landfill allowances	WE PLAN to develop our monitoring and data systems to improve the management of LATS allowances.	
WE REVISED our Corporate Plan and continued to develop a robust Performance Management System.	WE WILL continue to develop our Performance Management Framework and the provision of performance information. WE PLAN to manage areas of poor performance highlighted in this Annual Review and Best Value Performance Plan which include Recycling and Composting (BVPI 82 a and b), and the Asbestos Service (Local Indicator)	
WE IDENTIFIED and implemented a Member Training and Development Programme in 2005/06. WE REVIEWED the new Executive Arrangements and have produced a 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 the ICT Strategy to support the development of the Authority and its information systems.	WE PLAN to develop our ICT Systems, specifically in relation to data management and our comments and complaints systems.	
WE IDENTIFIED a Risk Management Strategy.	WE WILL continue to develop our Risk Management Systems.	

WHAT WE DID LAST YEAR 2005/06	WHAT WE PLAN THIS YEAR 2006/07	OUR FUTURE PLANS AND PRIORITIES 2007 - 2009
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 introduce new facilities for recycling of household waste	
WE IMPLEMENTED further recommendations identified in the Clinical Waste BVR Service Improvement Plan	WE PLAN to carry out a review of the Clinical Waste Services provided by the Authority	
WE COMPLETED the capping and soil restoration work at Billinge Hill Quarry Landfill Site and commenced the landscaping work on the site in October 2005.	WE PLAN to complete the landscaping works and commence a five year landscape maintenance programme.	WE SHALL undertake environmental monitoring of the site and carry out any environmental remedial works required.
WE COMPLETED a lease agreement with the Forestry Commission for the long term of Bidston Moss Community Woodland	WE PLAN to complete an easement agreement with the Landowner of the Access Road leading to the site, and carry out downgrading works on the road itself. WE PLAN to open the Bidston Moss Community Woodland to the general public	WE PLAN to continue the five year landscape maintenance programme which commenced in 2006. WE PLAN to develop the Bidston Moss Community Woodland in partnership with the Forestry Commission for the benefit of the general public
WE UNDERTOOK a survey of existing Household Waste Recycling Centres (HWRC) and identified a programme of development and improvement works for the future.	WE PLAN to develop a new HWRC and carry out major improvements to a least one existing facility this year	WE PLAN to continue with the development of a further two new HWRC's across Merseyside.
WE IMPROVED our sickness absence performance (BVPI 12) by a reduction from 12.84 days average in 2004/05 to 7.08 days in 2005/06 by prioritising sickness absence management programmes	WE PLAN to continue to improve our sickness absence performance (BVPI 12)	
WE REVIEWED resource levels in relation to procurement and have expanded the procurement team to deliver our plans.		WE PLAN to review the Establishment Structure to provide resources to meet the needs of Authority beyond 2008

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.

CMC Clean Merseyside Centre.

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 in outdoors in elongated heaps called windrows. They require aeration and so some form of mechanical turning is required.

DEFRA Department for 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 ie 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.

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.

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 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.

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.

WRAG Waste Regional Advisory Group.



Contact Information

We would be interested to know what you think about the contents of this Annual Review and Best Value Performance 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
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Further useful contacts

Mersey Waste Holdings Ltd
2nd Floor, Port of Liverpool Building
Pier Head, Liverpool L3 1BY

Tel: 0151 255 0044

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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 or by calling Tel: 0151 255 1444

The Authority is responsible for the preparation of the Annual Review and Best Value Performance 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 this document have been derived. The Authority is satisfied that the information and assessments included in the Plan 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.

”سلطة التخلص من النفايات بمقاطعة ”ميرسيسايد“

(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 ”ميرسيسايد“. تعمل سلطة التخلص من النفايات في ”ميرسيسايد“ 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 ”ميرسيسايد“.

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 ”ميرسيسايد“ 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。墨西賽德郡廢棄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。墨西賽德郡廢棄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 âr pum cyngor dosbarth yng Nglannau Mersi. Bydd MWDA yn gweithio gyda'r cyngorau 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 औलेस्ट डिसपोजल अथरिटी (MWDA) एकटा स्थानीय कर्तृपक्ष, यादेंर दायीतु हलेंर स्थानीय बासिन्दानेंर आवर्जना वा बर्ज पदार्थ ब्यवस्थापना, रिसाइक्लिंग एवंग नष्ट कर। यारा मार्सिसाइडेंर पाँचटा डिस्ट्रिक्ट काउंसिलेंर साथे पार्टनरशिपेंर भित्तिते काज करेन। MWDA पृथक पृथक काउंसिलेंर साथे काज करे, यादेंरके औलेस्ट कालेक्शन अथरिटी बला हय, यारा गृहस्थानी आवर्जना निरापदे नष्ट कर। हजेह किना ता निश्चित करेन। मार्सिसाइड ब्यपि 14 टि 'गृहस्थानी औलेस्ट रिसाइक्लिंग' सेन्टरेंर दायीतु एहि कर्तृपक्षेंर।

एहि डकुमेन्ट बड़ प्रिन्ट, ब्रेइल, अडिओ आकारे एवंग अन्यान्य भाषायओ पाओया यय। दया करे मार्सिसाइड औलेस्ट डिसपोजल अथरिटीर साथे योगायोग करेन फोन: 0151 255 1444 ई-मेल:

enquiries@merseysidewda.gov.uk

मरसीसाइड वैस्ट डिसपोजल अथरिटी (MWDA) स्थानीय प्रशासन है जिसपर स्थानीय वासियों के कचरे कड़े 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 वैस्ट कलेक्शन अथरिटी यानी कचरा उठाने वाली अथरिटीयां भी कहा जाता है। MWDA प्रत्येक काउंसिल की भागीदारी में कार्य करते हुए यह सुनिश्चित करती है कि गृहस्थियों का कचरा कड़ा सुरक्षित रूप से ठिकाने लगाया जाए। मरसीसाइड वैस्ट डिसपोजल अथरिटी पर पूरे मरसीसाइड में स्थित 14 वैस्ट रीसाइक्लिंग 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 वैस्ट डिसपोजल अथरिटी से संपर्क करें, या फोन करें: 0151 255 1444, या इस पते पर ई-मेल भेजें:

मरसीसाइड वेस्ट डिसपोजल अथरिटी (एम डबल्यू डी डी - MWDA) लेवल अथरिटी की निम्नोदारी मरसीसाइड की पाँच डिस्ट्रिक्ट काउंसिलों से सहयोगेण ठाल सघनक निवासीयों से थरा से बूडे नुं चुकट, रीसाइकिल वरन (इउडें नवीयां चीनां घटाउट) अडे उउनुं घिले लाउट्टी ही है। वेस्ट बुलैकन अथरिटीयां आपीयां नाह वालीयां इयनं वंथ वंथ काउंसिलों से ठाल मिल के एम डबल्यू डी डी से इय जलीनी घटाउट्टी है वि थरां से बूडे नुं सुर्षपअथ वंथ ठाल घिले लाइयां नाडे। इस अथरिटी की निम्नोदारी पुडे मरसीसाइड इलाके विच विच थरां से बूडे नुं रीसाइकिल वरन वालीयां 14 थरां का पृषप चलाउट्टा ही है।

इय दसतावेज वंडे अंधरां अडे घुल विच, सुठन वाली टेप 'डे रोठ ड्राफावां विच वी मिल सकदा है। इयडे लडी विरप' वरके मरसीसाइड वेस्ट डिसपोजल अथरिटी ठाल डेन नंघर 0151 255 1444 'डे गॉल वरे,नां इयनं नुं इस पडे 'डे डीमेल डेने - enquiries@merseysidewda.gov.uk

मरसीसाइड वेस्ट डिसपोजल अथरिटी (Merseyside Waste Disposal Authority) एक مقامی انتظامیہ ہے جس پر مقامی باشندوں کے کچرے کوڑے کا نظم چلانے، اس کو 'مری سائیکل' کرنے اور بھینکنے کی ذمہ داری ہے۔ یہ انتظام مری سائیکل پانچ ڈسٹرکٹ کونسلوں کی شراکت میں چلایا جاتا ہے جن کو 'ویسٹ کالکشن اٹھارٹیز' یعنی کچرا اٹھانے والی اتھارٹیاں بھی کہا جاتا ہے۔ MWDA ہرنٹسل کی شراکت میں کام کرتے ہوئے یہ یقینی بناتی ہے کہ گھروں کا کچرا محفوظ طریقے سے ٹھکانے لگایا جائے۔ مری سائیکل ویسٹ ڈیسپوزل اتھارٹی پر پورے مری سائیکل کا 14 ویسٹ 'مری سائیکلنگ' سینٹرز یعنی کچرا 'مری سائیکلنگ' مرکزوں کی بھی ذمہ داری ہے۔

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

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



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



recycle for Merseyside

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