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Alternatively you can visit our website on
www.eastlondonwaste.gov.uk

The East London Waste Authority is responsible for the disposal of waste generated by residents of the
London Boroughs of Barking & Dagenham, Havering, Newham and Redbridge.

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Gerpins Lane Reuse & Recycling Centre

The ELWA authorities



Foreword



Welcome to the East London Waste Authority's (ELWA) fifth Best Value Performance Plan. This document tells you how we provide waste disposal services, and shows how we have measured up against the targets that were set last year.

Over the past few years, ELWA has made much needed changes to the way that rubbish is disposed of in our area. Following a thorough and careful contract tendering process, ELWA's 25-year Integrated Waste Management Service (IWMS) contract was awarded to Shanks Waste Services Limited in December 2002. Not only will this contract introduce new recycling services across the four boroughs of Barking & Dagenham, Havering, Newham and Redbridge but the waste that cannot be recycled will be processed via an eco-friendly technology to reduce the amount finally sent to landfill.

ELWA and its four constituent councils are committed to improving the local environment for the benefit of all that live, work and visit the area. We have set ourselves challenging environmental targets and, with the help of the local community, we aim to provide a waste management service that is a flagship project for the rest of London and the UK as a whole.

ELWA would like to thank all those who commented on last year's Best Value Performance Plan. We are confident that this year's plan will once again demonstrate our ability to meet the Government's aspirations under the Best Value regime and we would welcome any views on the services that we provide and our future plans.

Graham Farrant
Managing Director
East London Waste Authority

Introduction

The Authority

ELWA was established on 1 January 1986 as a Statutory Waste Disposal Authority (WDA) by the Waste Regulation and Disposal (Authorities) Order 1985. ELWA began to carry out its functions on 1 April 1986, following the abolition of the Greater London Council.

ELWA is responsible for waste disposal in its area, which covers the four constituent London Borough Councils of Barking & Dagenham, Havering, Newham and Redbridge. The four councils are each responsible for waste collection in their areas.

The boroughs have a combined population of over 855,000 people living in approximately 340,000 households. ELWA receives over 500,000 tonnes of waste each year from the councils and their residents.

The principal legislation that governs ELWA's duties and activities is the Environmental Protection Act 1990 (the "EPA").

Members

ELWA comprises eight members, with two members appointed annually from each of the four councils. These members are councillors within their respective boroughs. Although the eight members of ELWA are appointed by the councils they are required, when representing ELWA, to act in the interests of ELWA as the Waste Disposal Authority for the whole area of the four boroughs.

ELWA Members:

- (i) Are, collectively, the ultimate policy-makers and those responsible for strategic and corporate functions of ELWA;
- (ii) Participate in the governance and management of ELWA;
- (iii) Represent ELWA on other bodies; and
- (iv) Have a duty to maintain the highest standards of conduct and ethics and follow a Code of Conduct.

The refurbished Ilford Recycling Centre



Recycling facilities at Gerpins Lane Reuse & Recycling Centre



ELWA's Objectives

Our vision is:

"To provide an effective and efficient waste management service that is environmentally acceptable and delivers services that local people value."

This aim will be delivered primarily through the implementation of the IWMS contract. The original objectives within the IWMS were as follows:

- (i) The services shall be both reliable and achievable in terms of managing and disposing of the waste;
- (ii) The services shall be environmentally and economically sustainable in terms of:
 - encouraging waste minimisation initiatives by providing an education service throughout the term of the contract
 - seeking to maximise waste recycling and composting opportunities, potentially supported by recovery of energy
 - contributing to local economic development.
- (iii) The most cost effective delivery of the services;
- (iv) The services shall be sufficiently diverse and flexible and not dependent upon a single method of waste treatment so as to ensure that ELWA complies with its statutory duty to dispose of waste.

To reflect changing central and local government priorities, these objectives were supplemented by a requirement on the IWMS contractor to achieve the following targets:

- 25% recycling/composting in the period 2005/06 to 2009/10
- 30% recycling/composting in the period 2010/11 to 2014/15
- 33% recycling/composting in the period from 2015/16
- 40% recovery in the period 2007/08 to 2009/10
- 45% recovery in the period 2010/11 to 2014/15
- 67% recovery in the period from 2015/16.

ELWA believes that these objectives:

- reflect the corporate policies and aspirations of the constituent councils
- are consistent with EU and UK government policies on waste management
- reflect the long term regional and local context
- show engagement of local people in the decision-making process
- show an innovative approach to procurement
- provide a good foundation for a culture of continual improvement.

Integrated Waste Management Service Contract

ELWA signed its 25-year Integrated Waste Management Service (IWMS) Contract with Shanks Waste Services Limited on 23 December 2002. From this date all of ELWA's operational assets, including its main Refuse Transfer Station site at Jenkins Lane, Barking, transferred into the new joint venture company, ELWA Limited. This company also took over the operation and management of the four civic amenity sites in the area (at Frizlands Lane, Dagenham; Gerpins Lane, Upminster; Jenkins Lane, Barking; and Chigwell Road, Woodford), as well as the Ilford Recycling Centre and the recycling banks owned by the councils.

Although the new company is registered as ELWA Limited, it operates under the name of "Shanks.east london", which is a better reflection of the partnership between ELWA, the four boroughs and Shanks.

Shanks.east london is responsible for the management and disposal of all waste presented to ELWA and the four councils. This includes waste collected by the boroughs from households each week, waste from street cleansing, and also waste deposited by members of the public visiting the Reuse & Recycling Centres and from trade/commercial operators. In 2003/04 this amounted to over 500,000 tonnes.

As a result of the letting of the IWMS contract in 2002 the authority had no requirement to let any further contracts within the last year which would have necessitated compliance with the Code of Practice on Workforce Matters in Local Authority Service Contracts.

Set out below is a summary of the service:

- education and community campaigns to promote waste minimisation, recycling and recovery and the provision of education and visitor centres
- introduction of kerbside separation of recyclables for all households
- significant improvements at all civic amenity sites, which are to be renamed Reuse & Recycling Centres
- local treatment of the residual waste (that has not been recycled), in biological processes (Bio MRFs) to dry and stabilise waste, reduce its weight and to allow separation of materials for recycling – through major new facilities at Jenkins Lane and Frog Island
- production of secondary fuel from waste which has been treated and cannot be recycled – that can be used to generate energy displacing the need to burn fossil fuels
- moving waste off roads onto rail and possibly the river
- £100 million investment in sustainable waste management for the ELWA area
- an increase in local employment.

Current Services and Performance

Reuse & Recycling Centres

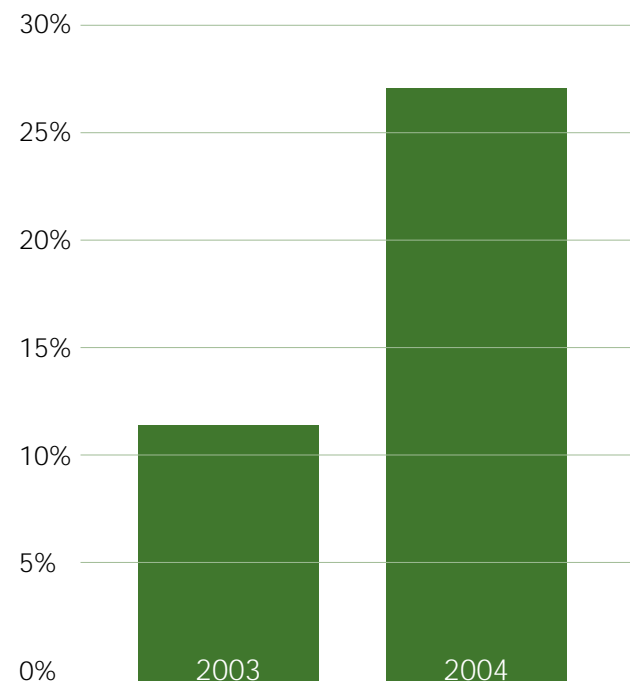
This year has seen the redevelopment of our civic amenity sites, which have been renamed Reuse & Recycling Centres. The redevelopments have improved how the waste is handled, providing dramatically increased recycling levels at these sites. This included:

- the re-branding of sites as Reuse & Recycling Centres (RRCs) to reflect the new emphasis on sustainability
- provision of a wide range of recycling facilities
- encouraging householders to participate in the new ways of working.

The redevelopment of these sites was taking place during 2003/04 and the full effects of the improved service will be seen during 2004/05.

April 2003 performance compared to April 2004

RRC Recycling Performance Comparison



Bring Sites

ELWA, via its contractor, now provides over 600 bring sites across the four council areas, an increase of 20% since the start of the contract. These are cleared, cleaned and maintained on a regular basis and a phased programme of refurbishment is under way.

Doorstep Collections and Recyclates

As part of the IWMS, ELWA, via the constituent councils, is rolling out a new programme of doorstep collections. The planning of this cannot be completed until 2006 when the new recycling facilities will be available to receive the materials. As an interim measure, and with the help of the London Recycling Fund, the boroughs have introduced various multi-material collection schemes which have enhanced our recycling performance.

Reducing Air Pollution

As a result of transferring 140,000 tonnes of waste off roads on to rail, we have significantly reduced the number of vehicle miles waste has travelled on our roads. The moving of waste off the road and on to rail is also a significant step towards the commitment of ELWA and Shanks to deal with waste in a more environmentally friendly and acceptable manner.

Operations at a Reuse & Recycle Centre



Community Awareness and Education

ELWA and Shanks East London jointly developed a very positive 'brand image' which is now used on all materials identifying and promoting the Integrated Waste Management Service across the four boroughs. This clear and bright brand identity has had a major impact on the public's awareness of the work undertaken as part of the contract and in highlighting the importance of waste minimisation and recycling.

During the last year ELWA, through its partnership with Shanks East London, has carried out the following communication activity to promote waste minimisation, recycling and recovery throughout the area. We have:

- produced an annual and environmental review to provide stakeholders and local residents with an insight into our business and to report on our progress to the communities that we serve
- published Waste Solutions, a free newspaper which is delivered to all households within the ELWA area
- informed the public through leaflets and newspaper advertisements and articles about the developments



at the upgraded Reuse & Recycling Centres

- broadcast radio advertisements to inform residents about new and developing opportunities to recycle
- developed and started an outreach education programme for schools and community groups to promote recycling and waste minimisation messages
- carried out a perceptions audit/customer survey to understand the needs and wishes of residents in the community when dealing with waste
- undertaken publicity campaigns with a new brand image for all waste management initiatives across the ELWA area
- attended town shows in each of the boroughs to promote key messages on recycling and waste minimization.

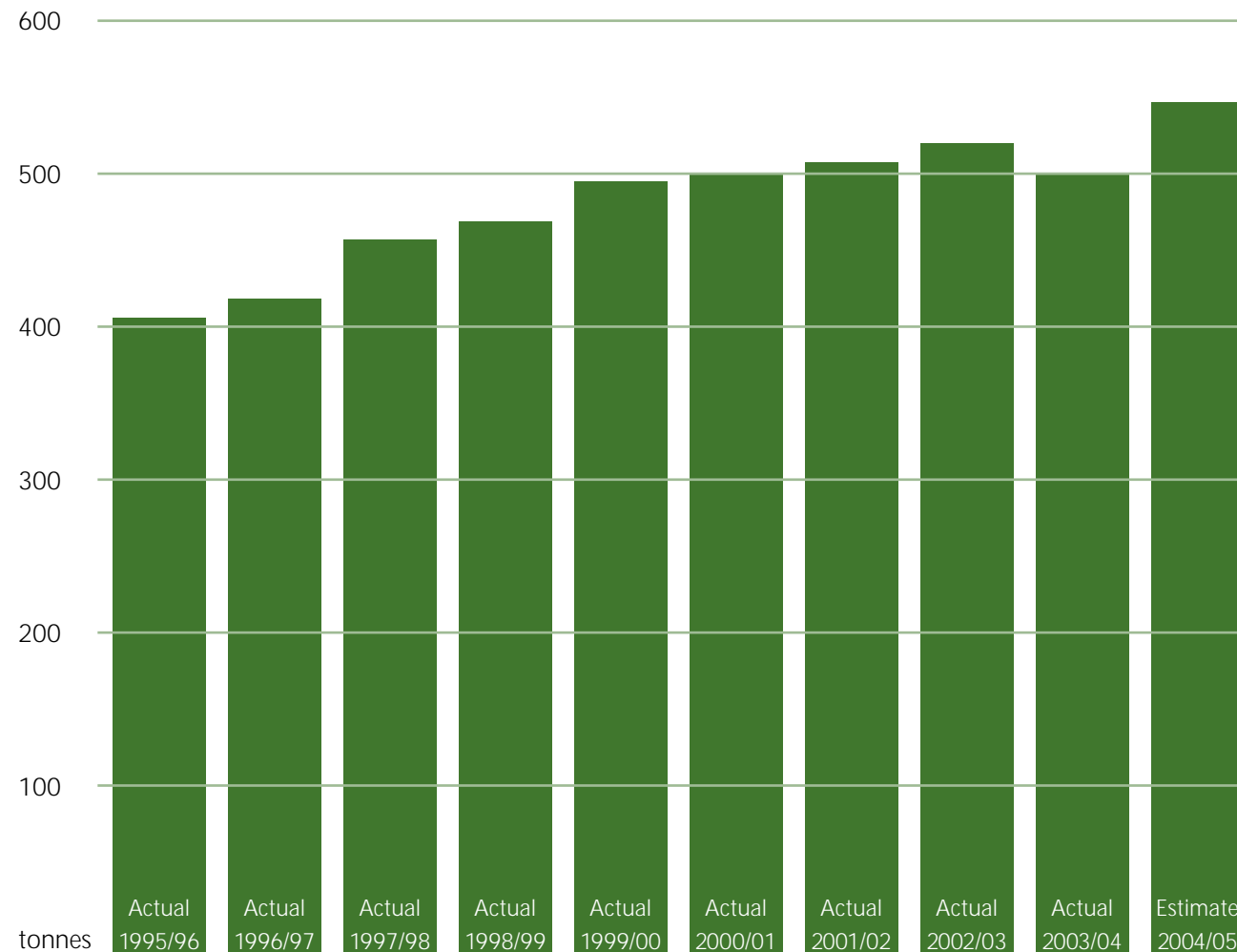


Waste Generation Patterns

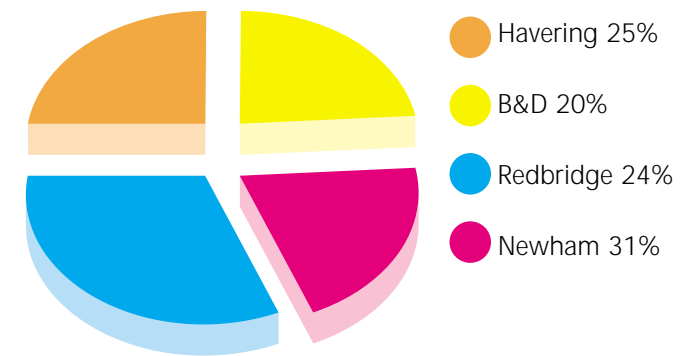
In 2003/04 a total 507,000 tonnes of waste was disposed of by ELWA. This was a reduction in the volume disposed of in the previous year. It is however anticipated that the volumes of waste will rise to their previous levels this year.

The graph below shows the total amount of municipal waste generated in East London over the period 1996 – 2005.

Municipal Waste 1996 - 2005

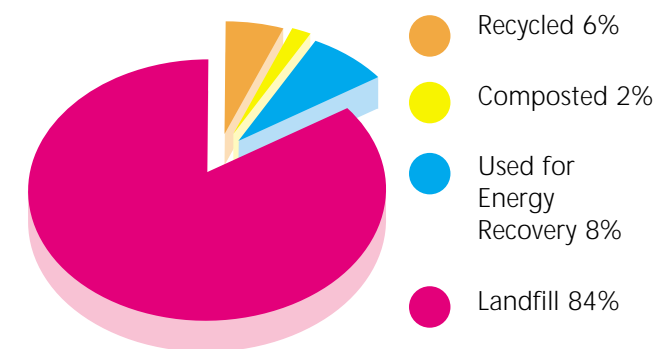


Proportion of waste delivered from constituent boroughs



Our contractor achieved a recycling rate of 6% during the period of redevelopment. When the redeveloped facilities are fully operational they will be capable of achieving a recycling rate of over 20% by 2005/06. Other recycling initiatives carried out by the boroughs added an additional 2% to the contractor's recycling, making a total of 8% in total for the year. The largest proportion of ELWA's waste continued to be sent for landfill in 2003/04 but the proportion will reduce as new facilities are constructed and new recycling and recovery processes are introduced across the area.

Waste disposal method



2004/05 Planned Improvements

ELWA, via its contractor, is planning to improve recycling levels by:

- completing the transformation of the old civic amenity sites into new Reuse & Recycling Centres
- extending, where practical and economic, doorstep recycling opportunities
- reviewing operations to improve effectiveness and efficiency
- commencing the works that will provide during 2005/06 the first Bio MRF plants in the country. These will further increase recycling and further reduce the amount of waste sent to landfill.

ELWA is planning to improve environmental awareness by:

- continuing to work with the boroughs and the contractor, and extending the programme of visits, exhibitions and presentations to local communities
- developing a waste minimisation strategy in conjunction with the boroughs.

ELWA is planning to improve its asset management arrangement in respect of the four closed landfill sites it owns. Further environmental surveys will be carried out prior to the consideration and development of an asset strategy in respect of these assets. ELWA is also planning to review its interest in Aveley Methane Ltd, a joint venture company that generates electricity from the landfill gas at one of these sites.

Challenges to Service

The main challenges to the service come from changes in legislation and other outside influences.

European Challenges

The European Union has become the major source of environmental legislation and guidance in relation to the management of rubbish. The following summary indicates the key European Directives with the most significant impacts for the authority.

- *The Landfill Directive (1999/31/EC)*
The Landfill Directive requires improvements to landfill management; bans specified hazardous, corrosive and clinical materials from being landfilled together with other waste; requires the pre-treatment of all waste before landfill; and sets progressively tighter limits to restrict the amount of biodegradable waste that can be sent to landfill.

The Landfill Directive requires that the amount of biodegradable waste sent to landfill is reduced to 75% of 1995 levels by 2010, by 50% of 1995 levels by 2013 and by 35% of 1995 levels by 2020.

- *The Waste Electrical and Electronic Equipment Directive (2002/96/EC)*
The WEEE Directive sets targets for the collection, recycling and recovery of all electrical products - everything from mobile phones to washing machines.

By December 2005, collection systems must be introduced to separately collect a high level of electrical appliances, with a target of four kilograms of household electrical goods to be collected for recycling per household by the end of 2006.

Other European legislation on vehicles and packaging is included in the appendix.

National Challenges

The UK is also introducing a large programme of environmental legislation.

- *Landfill Tax*
Landfill Tax is a tax payable for each tonne of waste sent to landfill. It was introduced by the Government in 1996 as a way of encouraging more sustainable means of waste management through recognising the hidden financial effects of the environmental impact of landfill. There are two rates of tax - a lower rate for inactive waste and a higher rate for active waste (i.e. waste with some biodegradable content).

In 1999, the Government increased the active rate of Landfill Tax to £10 per tonne with a further £1 per tonne increase per year until 2004/2005. In the 2003 Budget, the Government announced that the active rate of Landfill Tax would increase by at least £3 per tonne each year from 2005/2006 to a long-term rate of £35 per tonne. The inactive rate of Landfill Tax has remained constant at £2 per tonne.

- *The Waste and Emissions Trading Act*
The act has a number of significant implications for waste disposal authorities such as ELWA. One of the most serious issues is the new requirement to reduce the amount of biodegradable waste landfilled with the probability that waste disposal authorities will be fined if they do not achieve appropriate reductions.

ELWA has put itself in a good position by entering into the long term contract with Shanks which is designed to meet the Government's waste strategies, but the detailed implications of this act have not yet been fully identified.

Regional Challenges

In 1999, the Greater London Authority Act established the Greater London Authority and

required the Mayor of London to prepare a Municipal Waste Management Strategy for London consistent with Waste Strategy 2000. The Greater London Authority Act requires the East London Partner Authorities to act in accordance with the Mayor's Strategy, which was published in September 2003.

Local Challenges

Locally, the four councils and the residents in those boroughs, are looking for improvements in environmental performance in respect of waste disposal.

Our constituent councils have ambitious plans and strategies to meet the needs of their communities. ELWA has to be able to support the councils in the achievement of their environmental objectives in respect of such matters as waste disposal, recycling and community awareness.

Increasing recycling levels is particularly important to the individual councils and the challenge to ELWA is to deliver the planned improvement under the Integrated Waste Management Contract.



A train loaded with waste leaves Barking railhead



Audit of Accounts 2002/03

The District Auditor also gave an unqualified audit opinion in respect of the authority's accounts for the year ended 31 March 2003. In his Annual Audit Letter to the authority, the auditor noted:

1. The key performance issue affecting the authority is the arrangements to manage the new PFI contract which will be reviewed as part of the audit.
2. We welcome the authority's approach to building up its revenue balances following the 'in year' deficit in 2002/03.

For 2004/05

The future cost of waste disposal remains uncertain with new legislation both from UK and the EU, and uncertainty on projections of tonnage growth. With these uncertainties, we support the Finance Director's view that balances need to be built up to over 5% in the coming years. In addition, we also support the building up of the PFI contract reserve to assist the authority in future years when the PFI cash credit decreases and contract costs are expected to increase.

The public using recycling facilities at Jenkins Lane



A copy of the District Auditor's Annual Audit Letter, which incorporates the Best Value Statutory Report, is available on the ELWA website (www.eastlondonwaste.gov.uk) or by contacting ELWA's Office Manager on 020 8270 4964.

Financial Statement

ELWA is financed by an annual levy on the four constituent councils. For a number of years, ELWA apportioned its total costs over the four boroughs based on the relative council tax bases of each council. This method of apportionment of total costs did not assist the achievement of either ELWA's IWMS or the Government's environmental targets.

ELWA has pressed the Government to introduce new legislation for a change to the default method of calculation that would reinforce incentives for collection authorities to reduce and recycle waste. Although this legislative change is still awaited, ELWA and the four councils have reached agreement over a new method of apportioning the annual levy, which will see the majority of ELWA's costs being apportioned according to the actual level of waste tonnages that each council presents for disposal. This new method has been applied to the levy for 2003/04 and will continue to be phased in until it is fully implemented with effect from the 2005/06 financial year.

In 2004/05 the levy is £28.415m, with a further £2.867m being raised by a separate charge on the boroughs for dealing with non-household waste. The levy requirement is an increase of £1,337,000 (4.9%) over the 2003/04 levy of £27.078m.

Financial Standing

2002/03

As mentioned in last year's Annual Audit Letter, the authority experienced financial difficulties during 2002/03. At its meeting on 4 December 2002, the authority received a Section 114 report from the Finance Director identifying a projected revenue deficit for 2002/2003 of £2.1m. The financial position had deteriorated because of what appeared to be a significant increase in the amount of waste being presented to ELWA for disposal. These fears were only partially fulfilled and the overspend for the year was much reduced. This, and other action taken by the authority, resulted in the outturn revenue deficit for

the year being £529,000. After transferring £250,000 from the PFI Reserve and £279,000 from General Reserve, the Revenue Fund balance was £124,000, less than 0.1% of gross annual expenditure.

2003/04

For 2003/04, the authority set a budget that included a figure of £1.3m to reinstate the revenue balance.

As outlined previously the net reduction in overall tonnage has resulted in an underspend on the revenue budget. The revenue underspend for the year based on the overall provisional net expenditure figures for 2003/04 is £310,000 compared to the revised estimate of £25,581,000. The revenue underspend compared to the original estimate of £27,801,000 is £2,530,000 and this surplus will be added to revenue reserves.

2004/05

The future costs of waste disposal remains uncertain with new legislation both from UK and the EU, and uncertainty on projections of tonnage growth. With these uncertainties, we support the Finance Director's view that balances need to be built up to over 5% in the coming years. In addition, we also support the building up of the PFI contract reserve to assist the authority in future years when the PFI cash credit decreases and contract costs are expected to increase.

Best Value Reviews and Review Programme

Best value is a key element in the Government's plans for modernising local government. Since April 2000 ELWA, along with all other local authorities, has had a duty to obtain best value in the provision of its services. Until recently, local authorities were required to carry out reviews of all services over a five-year programme. Although this requirement no longer applies, authorities still have to undertake reviews of their various services, with the aim of ensuring that these services continue to be what local people need and are being delivered as efficiently as possible.

Our Approach

The introduction of the best value legislation and guidance means that ELWA is now able to implement a best value approach to all of its activities. We believe that the approach that we adopted in developing our Integrated Waste Management Strategy and contract, which began in 1996, is an excellent early example of best value in practice.

The new contract represents an innovative public/private partnership with a private contractor, supported by the councils and the Government via funding under the Private Finance Initiative (PFI).

To ensure that best value continues to be achieved in these areas, there are provisions in the contract that require the contractor to reflect best value in the approach and provision of the services. This includes the contractor providing ELWA with annual and five-yearly service delivery plans which include proposed changes to the way that services are delivered to achieve continuous improvement in environmental terms and better value for money for ELWA, the constituent councils and local residents.

Corporate and Decision-Making Framework

To coincide with the organisational review, a review of the authority's corporate and internal decision-making arrangements has been undertaken. The culmination of the work has been the creation of a formal

constitution for the authority. ELWA's constitution, which was adopted in June 2003, aims to:

- explain how ELWA operates, how decisions are made and the procedures which are in place to ensure efficient, effective, transparent and accountable decision taking
- ensure that high standards of conduct are exercised by members and officers
- ensure that those responsible for decision making are clearly identifiable to local people and that they explain the reasons for decisions
- provide a means of improving the delivery of services to the community.

Contract Monitoring Arrangements

In response to its new role within the waste management service, the authority has reviewed its client monitoring arrangements to ensure that the new service is being operated in accordance with the contract and that local residents are receiving value for money.

Working within the statutory requirements for waste disposal authorities, in terms of membership and officer roles, ELWA agreed a new organisational structure. The new structure maintains the overall responsibility of members and directors in respect of the corporate governance of the authority, while strengthening the day-to-day management of the authority through the creation of a new Executive Director position. The Executive Director, supported by a General Manager, Office Manager and Contract Manager, will play a lead executive role in the authority's management, administration and service delivery. The corporate management arrangements that were adopted in respect of the procurement of the IWMS contract have been revised to reflect the new status, with the IWMS Project Board being replaced by the ELWA Management Board.

Also put in place are agreements with the councils to formalise the contract monitoring arrangements that will see the constituent councils' staff being jointly responsible for day-to-day monitoring of the contractor's performance at the Reuse & Recycling Centres and other sites. This approach will enable the councils, which are still seen by the majority of the general public as the front-line service provider, to keep closely under review what is happening in their boroughs while at the same time providing ELWA with valuable additional information and advice.

Review Programme

2005/6

- | | |
|------------------|--|
| a) IWMS Contract | Effectiveness of collection arrangements |
| b) Other | Closed landfill strategy
Aveley composting operations
Review of Aveley Methane Ltd |

2006/7

- | | |
|------------------|--|
| a) IWMS Contract | Review of IWMS 5 year service delivery programme
Contract monitoring arrangements |
| b) Other | Service level agreements with constituent councils |

Equality

East London has the distinction of being one of the most culturally diverse areas in the country. It is also an area with low income households with the associated pressures on environmental standards, educational achievement and social exclusion. In these circumstances ELWA has a role to play by ensuring our services are accessible on an equal basis.

Equality and economic regeneration will play an important part in how we plan future waste disposal options. In addition, greater emphasis has to be placed on promotion and education to encourage greater levels of waste reduction and recycling and it is crucial that this is aimed at all sections of the community.

External Audit

Best Value Performance Plan 2003/04

Following the publication of our Best Value Performance Plan for 2003/04, ELWA's external auditor was required to carry out an audit of the plan in accordance with Section 7 of the Local Government Act 1999 and the Audit Commission's Code of Audit Practice.

The main purpose of the auditor's work was to:

- report whether the plan has been prepared and published in accordance with statutory requirements and, if not, to recommend how the plan should be amended
- recommend, where appropriate, procedures to be followed in relation to the plan
- recommend whether the Audit Commission should carry out a best value inspection of the authority
- recommend whether the Secretary of State should give a direction under Section 15 of the aforementioned act.

ELWA was very pleased to learn that the District Auditor gave an unqualified opinion that the plan for 2003/04 had been prepared and published in accordance with statutory requirements and that he did not consider it appropriate to make any recommendations to the Audit Commission or the Secretary of State.

Performance Indicators and Targets

PI No.	Description	Contents/ format	2003/04 Target	2003/04 Actual	2004/05 Target	2005/06 Target	2006/07 Target
CORPORATE HEALTH							
<i>BVPI 11 indicator no longer required but retained by ELWA in view of comments on BV 11a & b below This represents 1 director from a total of 6 senior positions</i>							
11	% of senior posts filled by women	%	16.7%	16.7%	16.7%	16.7%	16.7%
11a	% of top 5% earners that are women	%	ELWA does not directly employ any staff, also,				
11b	% of top 5% earners that are from ethnic minorities	%	ELWA directors are not paid a salary for their work on the authority				
12	Days sick per member of staff	Days/full time equiv. employee	3.0 Days	3.7 Days	3.0 Days	3.0 Days	3.0 Days
14	Early retirements / staff	%	0 %	0 %	0 %	0 %	0 %
15	Ill health retirements / staff	%	0 %	0 %	0 %	0 %	0 %
16a	Staff with disabilities	%	0 %	0 %	0 %	0 %	0 %
16b	Working age (18-65) people with disabilities	%	0 %	0 %	ELWA does not directly employ any staff		
17a	Staff from ethnic minorities	%	0 %	0 %			
17b	Working age (18-65) people from ethnic minorities	%	0 %	0 %			
156	Buildings with facilities for people with disabilities	%	ELWA does not own any buildings that are open to the public				
157	Types of interaction delivered electronically	%	100%	100%	100%	100%	100%

PI No.	Description	Contents/ format	Target	Actual	Target	Target	Target
ENVIRONMENT							
82a	Recycling	% household waste	8%	6.4%	9%	12%	17%
82b	Composting	% household waste	2%	1.6%	3%	6%	8%
82c	Recovery heat and power	% household waste	7.5%	7.6%	7.5%	7.5%	7.5%
82d	Landfill	% household waste	82.5%	84.4%	80.5%	74.5%	67.5%
84	Household waste collected	Kgs per capita	570kg	537kg	593 kg	605kg	617kg
87	Cost waste disposal	£ per tonne municipal waste	£ 52.05	£47.90	£56.50	£59.50	£66.00
These costs exclude specific grants							

BVPIs 82a-d

ELWA's performance against the targets for 2003/04 for recycling, composting and recovery was lower than expected, which had the knock-on effect of increasing the level of waste landfilled. This was a result of the later than expected commencement of ELWA's IWMS contract and meant that the gains that the new service was expected to bring about in the latter part of the year will not now be realised until 2004/05.

Despite this, ELWA is confident that the recycling and composting targets that have been set for 2004/05 will be achieved via the new measures under the IWMS contract.

BVPI 84

As can be seen from the table (page 18) the tonnage of waste collected has reduced from 553kg per household in 2002/03 to 537kg in 2003/04. This reduced tonnage is a result of the dry summer and better management at civic amenity sites. Even taking into account an across the board reduction of 3%, the overall civic amenity site tonnage was reduced by an additional 25%, reflecting the revised management procedures and protocols at the sites.

The target for 2004/05 has been set to reflect a realistic projection of natural waste growth.

BVPI 87

The projected cost per tonne increase in 2004/05 to £56.50 is reflective of the additional costs anticipated by the authority.

Action plan to achieve targets

The development of a waste minimisation strategy and its resultant action plans will target the growth in waste presented and should be reflected in the BV84 and 87 targets.

The introduction of the RRC MRF is planned for the end of the year. This facility provides an additional sorting process for the waste leaving the RRCs. This process will significantly improve the levels of primary and secondary recycling shown in BV82a and d.

With the conversion of the Havering recycling scheme to the use of Shanks' orange bag and the introduction of the Newham and Barking orange bag schemes currently being funded by the London Recycling Fund (LRF), it is planned to provide a concerted and co-ordinated awareness programme to promote and encourage participation.

In addition to this, a "door knocking" campaign (also funded by the LRF) will be conducted across the four boroughs to raise awareness and provide data to aid targeting of resources to improve service delivery.

Appendix

Further Key European Union Legislation

Directive	Reference	Implementation	Key Requirements	Likely East London Impact
The End of Life Vehicle (ELV) Directive	2000/53/EC	Came into force from 21 October. Currently out to government consultation and not yet fully implemented into UK legislation	80% re-use and recycling (85% energy recovery) of components by 2006 85% re-use and recycling (95% energy recovery) of components by 2015 Free take back of vehicles by manufacturers	Increased vehicle dumping by last owners of vehicles until 2007. Abandoned vehicles to be classified as hazardous waste, causing increased costs of treatment. Potential introduction of new 'Authorised Treatment Plants' in East London.
The Directive on Packaging and Packaging Waste	1994/62/EC and 1997/129/EC	Implemented through the Producer Responsibility Obligations (Packaging Waste) Regulations in the UK from 1997 (as amended in SI 1361 and SI3447 in 1999)	55% recycling and 60% energy recovery from packaging by 31 December 2008. Producer responsibility material specific targets for specified manufacturers, retailers, packers and reproducers of packaging to be met through demonstrating compliance by purchasing 'Producer Responsibility Noted' from accredited reproducers. The material specific targets for 2008 are: - glass 60% - paper 60% - metals 50% - plastics 22.5% - wood 15%	Increasing numbers of East London companies will become obligated under these regulations to take measures to minimise the amount of packaging they produce and to avoid unnecessary packaging. The directive is enforced locally by Trading Standards Officers. Local Authorities are likely to have increasing statutory recycling and composting standards that mean that the packaging companies are unlikely to need to invest significantly in household waste recycling collections directly.



How to Contact Us

We are keen to hear from local people and other interested individuals or organisations about our plans and would positively welcome comments on this document. There is a pre-paid reply form included at the back of this plan or you can contact ELWA Office Manager on 020 8270 4964 or via e-mail at officemanager@lbbd.gov.uk

This plan and other useful information about ELWA is available on our website, www.eastlondonwaste.gov.uk.

You may be interested to know that your local council has also produced its own Best Value Performance Plan. This will cover all the services they provide, including information on their refuse collection, recycling and street cleansing services. Plans for the four councils are available from:

- London Borough of Newham**
 Attn. Susan Eadon, Corporate Strategy Division, Town Hall, East Ham, London E6 2RP
 Tel 020 8430 6903 or visit www.newham.gov.uk
- London Borough of Redbridge**
 Attn. Peter Gadsdon, Best Value Performance Manager, Town Hall, PO Box 2, High Rd, Ilford, Essex IG11 1DD.
 Tel 020 8708 2668 or visit www.redbridge.gov.uk

- London Borough of Barking and Dagenham**
 Attn. Sandra Hamberger, Corporate Strategy Department, Civic Centre, Dagenham, Essex RM10 7BN.
 Tel 020 8227 2343 or visit www.barking-dagenham.gov.uk

- London Borough of Havering**
 Attn. David Armstrong, Best Value Strategy, 8th Floor, Mercury House, Romford, Essex RM1 3RX.
 Tel 01708 432103 or visit www.havering.gov.uk

Tell Us What You Think

Thank you for reading our Best Value Performance Plan. We hope you found it useful and interesting.

We would like to know what you think of it and would appreciate it if you could take time to answer the questions on this page and return it to the FREEPOST (no stamp is required) address below.

East London Waste Authority, FREEPOST ANG1108, BARKING IG11 8ZZ

It was easy to read and understand Agree Disagree No Opinion

The information was useful Agree Disagree No Opinion

I agree with the targets set for next year Agree Disagree No Opinion

If you want to make any additional comments on any of these statements or would like some additional information please use the comments box below.

Name _____

Address _____

For more information about ELWA contact ELWA Office Manager on 020 8270 4964 or via e-mail at officemanager@lbbd.gov.uk

Alternatively you can visit our website at www.eastlondonwaste.gov.uk

The East London Waste Authority is responsible for the disposal of waste generated by residents of the London Boroughs of Barking & Dagenham, Havering, Redbridge and Newham.