



The East London Waste Authority Best Value Performance Plan 2005/06

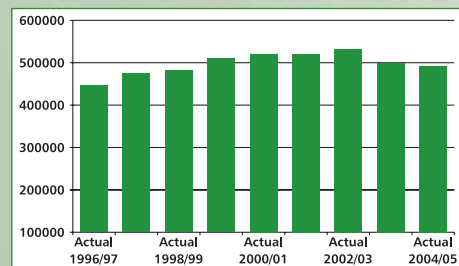
A working partnership in 2002



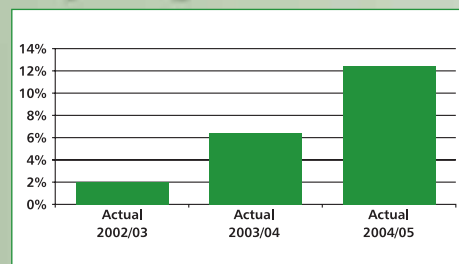
New investment in 2004/05



Reduced waste 1996 - 2005



Increased recycling 2002-2005



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Publication supplied to local residents

The East London Waste Authority



ELWA is the statutory waste disposal authority for the London Borough Councils of Barking & Dagenham, Havering, Newham and Redbridge.

Did you know?

- People produce 10 times their body weight in rubbish every year.
- Recycling 1 plastic bottle saves enough energy to power a 60-watt light bulb for 6 hours
- Enough glass was collected for recycling at Jenkins Lane Reuse & Recycling Centre in 2003, to save the equivalent energy needed to boil water for over 5 million pots of tea.
- It can take as little as six weeks for a can placed in a recycling bank, box or bag to be recycled and back on the supermarket shelf!
- Enough paper was collected for recycling at Chigwell Road in 2004 to save the equivalent of almost 2,000 trees.
- You can stop junk mail by contacting the Mailing Preference Service on 0845 703 4599 or by visiting: <http://www.tpsonline.org.uk/mpsr>

Foreword

Welcome to the East London Waste Authority's (ELWA) Sixth Best Value Performance Plan. This document tells you how we provide waste management services, and shows how we have performed against the targets that were set in 2004/05.

In December 2002, following a thorough and careful contract tendering process, ELWA's 25-year Integrated Waste Management Service (IWMS) contract was awarded to Shanks Waste Services Ltd. As a result, this contract has introduced new recycling services across the four boroughs of Barking & Dagenham, Havering, Newham and Redbridge. Any waste that cannot be recycled will be processed via eco-friendly technology to reduce the amount finally sent to landfill.

Having set ourselves challenging environmental targets we are actively on our way to providing and maintaining a flagship waste management service.

Recycling across the area is increasing rapidly as new procedures and facilities are introduced as part of the implementation of ELWA's Integrated Waste Management Strategy.

ELWA is committed to meeting the needs and aspirations of the local community and the four London Councils of Barking & Dagenham, Havering, Newham and Redbridge.

ELWA's enthusiasm to succeed with its strategy is demonstrated by:-

Councillors from all four councils getting together, at regular Authority meetings, to discuss and approve policy, the actions and strategies of ELWA;

Senior Officers from the four councils meet and actively discuss policy, the actions and strategies of ELWA, as well as offering advice and guidance, at their regular Board meetings;



Recycling and Waste Management Officers from the four councils, meet more frequently with ELWA officers, to make up a Project Team which, with Shanks' representatives, brings ideas and a "hands on" approach to waste management across the area.

Communities and schools are involved in visits, presentations and consultations.

ELWA and its four constituent councils, with the help of local communities, are committed to playing their part to improve the local environment for the benefit of all that live in, work in and visit the area.

We are confident that this year's Plan will once again demonstrate our ability to provide a "Best Value" regime and we would welcome any views you may have on our future plans and on the services that we provide.

"Thank you" to those of you that sent us your views on last year's Best Value Performance Plan.

Rob Whiteman
 Managing Director,
 East London Waste Authority

An Introduction To ELWA

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 approximately 900,000 people living in approximately 340,000 households. ELWA receives approximately 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").

ELWA Members

ELWA comprises eight Members, with two Members appointed annually from each of the four councils. These Members are Councillors within their respective councils.

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 combined area of the four boroughs.

- (i) Collectively, ELWA Members are the ultimate policy-makers and those responsible for strategic and corporate functions of ELWA;
- (ii) They participate in the governance and management of ELWA;
- (iii) They 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.

ELWA Officers and Staff

Daily operations are managed from Arden House, 198 Longbridge Road, Barking, on behalf of ELWA by the following personnel:-

Executive Director
 General Manager
 Contracts Manager
 Office Manager
 Secretary

ELWA's Objectives

ELWA's Vision

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

This vision is being delivered primarily through the implementation of the IWMS contract entered into in December 2002. The original objectives within the IWMS were:

- (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.

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.

Please also see section 6: Emerging strategy

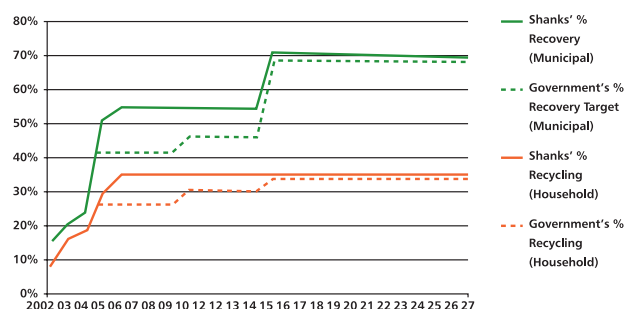
These objectives to be supplemented by a requirement on the IWMS contractor to achieve the following targets:

- 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.

Performance Targets



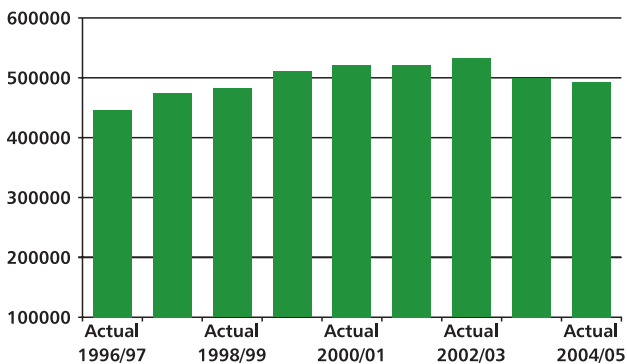
Waste Generation Patterns

ELWA disposed of a total of 500,000 tonnes of waste during 2004/05 which, as anticipated last year, is a slight decrease in volume compared with 2003/04.

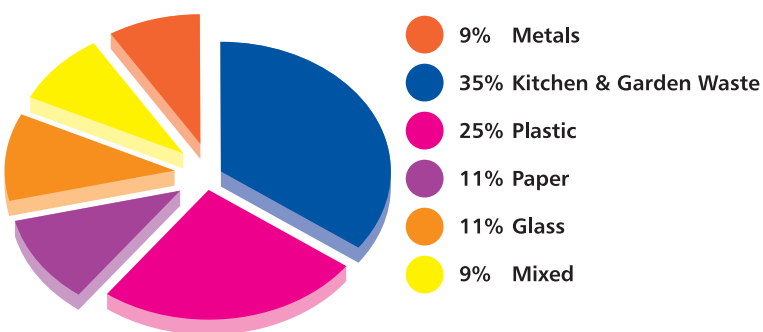
Despite this decrease, ELWA expects to see a gradual rise in waste tonnages in the year ahead as households and population in East London increase.

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

Municipal Waste 1996 - 2005



Composition of average household bin



Current Services & Performance

Headline performance at a glance

2004/05 compared to 2003/04:

- costs and taxes – up by 6%
- recycling and composting – up by 47%
- waste handled – down by 3%

General background to the Waste Management Service

ELWA is now into its third year of an Integrated Waste Management Service (IWMS) Contract with Shanks Waste Services Limited (now Shanks Waste Management Ltd) *. At the start of the contract, ELWA's operational assets, including its main Refuse Transfer Station site at Jenkins Lane, Barking transferred into a new joint venture company, known as ELWA Limited. ELWA Limited also took over the operation and management of the four Civic Amenity Sites in the area (now Reuse & Recycling Centres) 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 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 councils and Shanks Waste Management Ltd.

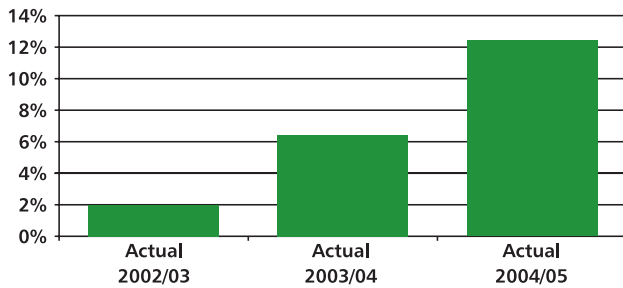
Shanks.east london is responsible for the management and disposal of all waste presented by ELWA and the four councils. This includes waste collected by the councils from households each week, waste from street cleansing, and also waste deposited by members of the public visiting the Reuse & Recycling Centres and from trade/commercial operators. In 2004/05 this amounted to over 500,000 tonnes.

Set out below is a summary of the services to be provided by Shanks.east london:-

- £100 million investment in sustainable waste management for the ELWA area comprising:
 - significant improvements at all Civic Amenity Sites (now renamed Reuse and Recycling Centres). Recycling and Composting performances of over 50% are now being achieved at some of these sites (works completed)
 - local treatment of the residual waste, (i.e. waste that has not been recycled), in mechanical biological treatment processes (MBT) that dry and stabilise waste, reduce its weight and allows further separation of materials for recycling – through major new facilities being built at Jenkins Lane and Frog Island (under construction)
 - production of a secondary fuel from this waste that can be used to generate energy, displacing the need to burn fossil fuels
 - moving waste off roads onto rail and possibly the river (in operation now)
 - an increase in local employment (in operation now)
- education and community campaigns to promote waste minimisation, recycling and recovery and the provision of education and visitor centres (in operation now)
- introduction of kerbside separation of recyclables for all households (phased extensions underway)

* 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.

Recycling Performance Comparison April 2002 to 2005



Doorstep Collections and Recyclates

ELWA and the constituent councils, are introducing a "Survival" bag programme for doorstep collections of recyclable materials. This cannot be fully implemented though until 2007/08 when the new recycling infrastructure will be completed. As an interim measure, and with the help of the London Recycling Fund, the Councils have introduced various separately collected multi-material collection schemes. These have already resulted in enhanced recycling performance. Redbridge residents are encouraged to dispose of their recyclates in recycling boxes, while residents living in the remaining council areas are encouraged to use orange plastic sacks.

Reuse & Recycling Centres

The financial year 2004/05 saw the completion of the redevelopment programme for the Reuse & Recycling Centres at:

**Gerpins Lane, Upminster
(London Borough of Havering)**



**Frizlands Lane, Dagenham
(London Borough of Barking & Dagenham)**



**Chigwell Road, Woodford
(London Borough of Redbridge)**



**Jenkins Lane, Barking
(London Borough of Newham)**



“Bring” Sites

ELWA, via its contractor, now provides over 600 bin (“bring”) sites across the four councils (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 and expansion is under way.

Moving Waste Off Roads Onto Rail And Possibly The River

In the not too distant past, our waste was carried by road to various landfill sites across the country. Now, sixty-six vehicle movements of containerised waste per day are transported a much shorter distance by road since the waste is now taken to Dagenham Dock railhead for transportation by rail.

Community Awareness and Education

To highlight and promote waste minimisation, recycling and recovery, ELWA, through its partnership with Shanks.east london, has undertaken the following communications activity. Throughout the year, ELWA has:-

- produced an Annual and Environmental Review, providing stakeholders and local residents with an insight into its operations and progress to date
- published and distributed within ELWA's area, 337,000 copies of its free newspaper, Waste Solutions
- locally, published newspaper articles and advertisements informing the public of developments taking place at the Reuse & Recycling Centres at Chigwell Road, Gerpins, Frizlands and Jenkins Lanes
- commissioned door-knocking campaigns across the area to promote the recycling message.

Train loaded with waste leaves Barking railhead



Local treatment of residual waste (i.e. Waste that is not recycled at the doorstep)

In 2004/05 works commenced to provide the first Mechanical Biological Treatment (MBT) plants for residual waste in the country, to achieve further increased recycling and greatly reduced waste amounts that are sent to landfill. These plants are being built at Frog Island and Jenkins Lane.

Ceremony



Also, a new facility has been built at the Frog Island site to increase recycling levels even further. This will take the remaining unsorted waste from the Reuse & Recycling Centres in the four councils and refine it even more to increase recycling levels even further.

Jenkins Lane (Newham)

The former East London landmark known as the Refuse Transfer Station at Jenkins Lane has now been demolished. This site will become the venue for further new facilities including a special process for the materials gathered via the orange bag scheme and black box doorstep collections.

Foundations



Frog Island (Havering)

In July 2004, ELWA's Chairman and Shanks' Chief Executive attended an official ceremony to mark the "driving in" of the first pile for the foundations of the development.

As you can see from our photographs here, the build is making good progress and 2005/06 will see the opening of the new Mechanical Biological Treatment and recycling facilities at Frog Island for MBT facilities.

Construction



Construction



Final Stages



Mechanical Biological Treatment of Waste (MBT)

Shanks.east london is introducing a new process for mechanically and biologically treating waste that has not been recycled. The process in East London is called a Bio MRF – short for biological materials recycling facility and this is explained below.

How does the Bio MRF process work?

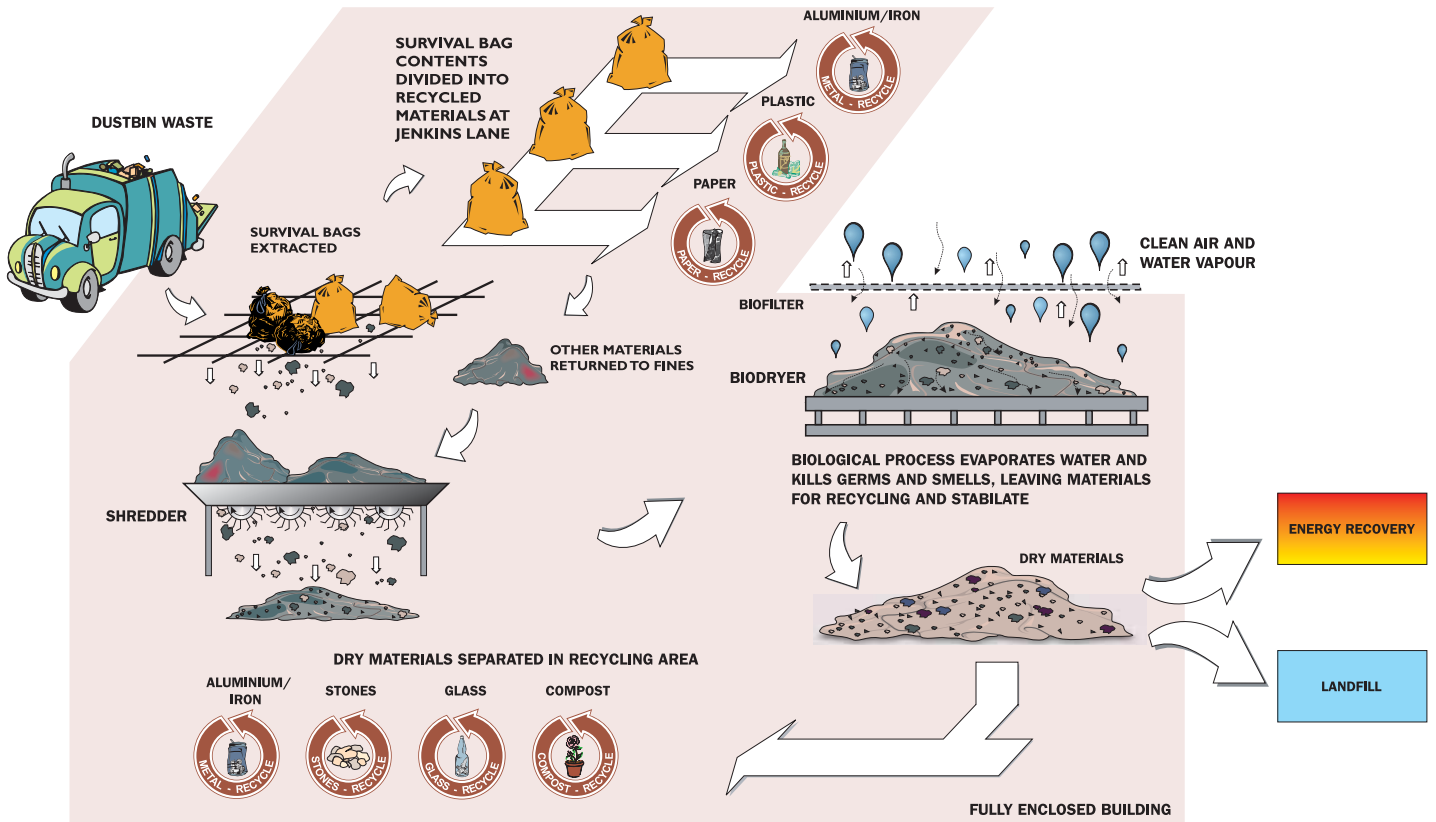
General waste from the public Reuse & Recycling Centre, once taken to the Bio MRF, will be sorted, shredded and dehydrated for several days, using heat and microbes generated by the waste. Waste reduces

in volume by 50% when dried and is prevented from rotting further. This minimises the production of methane, a greenhouse gas caused by conventional landfill.

The final, inert, product called “stabilate” can be used as Solid Recovered Fuel (SRF), which is a cleaner power source with almost the calorific value of coal.

Metals, glass and other recyclates are automatically extracted using a series of sophisticated high-tech sensors before being sent to the Reprocessors.

The Bio MRF process



“Composting Accreditation Achieved!”

Aveley Composting Operations

Recycling at the Reuse & Recycling Centres includes a whole range of materials, one of which is green waste that is suitable for composting.

ELWA has been sending its collected green waste to two nearby locations for composting. These are the ELWA site at Aveley and the Cleanaway site at Rainham.

We are very pleased to report that of the 15,500 tonnes of green waste collected so far, 3,000 tonnes has been turned into an “accredited” soil conditioner and mulch. Both soil conditioner and mulch have obtained the PAS 100 Certificate of Compliance with the British Standard Institution’s Publicly Available Specification for Composted Materials, issued by the Composting Association, thus verifying its quality and suitability for use.

This also reflects the high degree of separation now being obtained by Shanks.east london and the public depositing uncontaminated green waste into the specific bays at the Reuse & Recycling Centres.

It is intended to increase this throughput in the coming year.



PAS 100 Certificate of Compliance with the British Standard Institution’s Publicly Available Specification for Composted Materials

Performance Indicators & Targets

| PI No. | Description | Contents / Format | 2003/04 | 2004/05 | 2004/05 | 2005/06 | 2006/07 | 2007/08 |
|--------------------|---|--------------------------------|---|------------|--------------|------------|------------|------------|
| | | | Actual | Target | Actual | Target | Target | Target |
| | CORPORATE HEALTH | | | | | | | |
| 11 | % of Senior Posts filled by Women | | These targets are not applicable to East London Waste Authority as all staff are seconded from the constituent councils | | | | | |
| 11a | % of top 5% earners that are women | % | | | | | | |
| 11b | % of top 5% earners that are from ethnic minorities | % | | | | | | |
| 12 | Days sick per member of staff | Days/full time equiv. employee | | | | | | |
| 14 | Early retirements/staff | % | | | | | | |
| 15b | Ill health retirements/staff | % | | | | | | |
| 16a | Staff with disabilities | % | | | | | | |
| 16b | Working age (18-65) people with disabilities | % | | | | | | |
| 17a | Staff from ethnic minorities | % | | | | | | |
| 17b | Working age (18-65) people from ethnic minorities | % | | | | | | |
| 156 | Buildings w/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% | 100% |
| | ENVIRONMENT | | Actual | Target | Actual | Target | Target | Target |
| 82a | Recycling | % household waste | 6.4% | 9% | 8.93% | 12% | 17% | 17% |
| 82b | Composting | % household waste | 1.6% | 3% | 3.54% | 6% | 8% | 8% |
| 82a & b | Recycling & Composting | % household waste | 8% | 12% | 12.5% | 18% | 25% | 25% |
| 82c | Recovery heat & power | % household waste | 7.6% | 7.5% | 8.13% | 2% | 12.5% | 17.5% |
| 82d | Landfill | % household waste | 84.4% | 80.5% | 79.4% | 80% | 52.5% | 47.5% |
| 84 | Household waste collected | Kgs per capita | 537kg | 593kg | 492.07kg | 515kg | 520kg | 532kg |
| 87 | Cost of waste disposal | £ per tonne municipal waste | £47.90 | £56.50 | £51.05 | £63.30 | £67.85 | £88.28 |

Recycling and Recovery Performance

As a result of ELWA's strategy, recycling performance increased as predicted. Investment is continuing to provide the key facilities and ELWA is confident that it will maintain the current levels of improvement.

NB: from 2006/07 BV 82 a-d does not sum to 100% of ELWA's total BVPI waste, due to the diversion from landfill as a result of the Bio MRF process.

Amount of Waste Collected

As can be seen from the table (above) the tonnage of waste collected has reduced from 537kg per household in 2003/04 to 490kg in 2004/05. This reduced tonnage is partly as a result of stricter controls at the Reuse & Recycling Centres, reflecting the revised management procedures and protocols at the sites.

The target for 2005/06 has been set to reflect a realistic projection of natural waste growth.

Cost of Waste Collected

The projected overall cost per tonne for all the authority's activities in 2005/06 is targeted to be about £63 but this is rising by 2007/08 as higher recycling and diversion from landfill targets are achieved.

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 a reduction in P.I. no 84.

The introduction of a specialist Material Recycling Facility to extract more recycling is planned for the end of the year. This facility provides an additional sorting process for the waste leaving the Reuse & Recycling Centres. This process will significantly improve the levels of primary recycling (BV82a) and diversion from landfill (BV82d).

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 resource to improve service delivery.

ELWA's Emerging Strategy

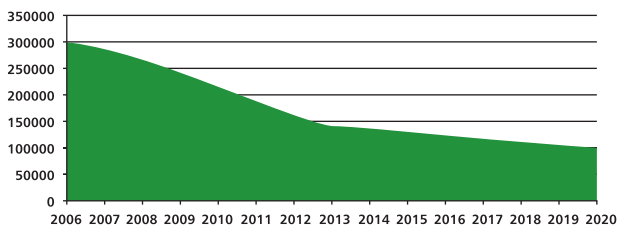
ELWA and its constituent councils need to review the existing strategy for managing municipal waste because of:

- 1) changes in waste management since the existing strategy was first drafted in 1996;
- 2) new legislation requiring ELWA to reduce the amount of biodegradable municipal waste sent to landfill each year.

The new requirement to reduce landfill under the Waste and Emissions Trading Act (WET Act) 2003:

Figure 1

Biodegradable waste That ELWA can landfill



New requirements under the WET Act

ELWA's existing strategy, and the Integrated Waste Management Contract that implements it, were based on the Government's national waste strategy (Waste Strategy 2000).

It focuses on obtaining high levels of recycling and diversion from landfill using mechanical biological treatment, recovering energy from waste that cannot be recycled.

Since the original strategy was introduced in 1996, new requirements have been set by Government under the WET Act to reduce the amount of biodegradable municipal waste sent to landfill. Figures have been published on how much biodegradable waste the Government will allow each waste disposal authority to landfill, ELWA's allowances are shown in Figure 1. ELWA can opt either to reduce the amount it landfills or to trade with other authorities to 'buy' permits to allow more waste to be landfilled. If ELWA exceeds its reduction target, it will have a surplus of permits to trade.

It is important to meet the new requirements since Government has indicated there could be penalties of £150 for each tonne sent to landfill over the limits. There may also be liability for a proportion of any European Union fine levied on the UK Government. Recycling of paper, card and textiles, and recovery of energy via the new Bio MRF facilities at Jenkins Lane and Frog Island will help ELWA meet the new requirements. However, there may be a gap. The existence and size of any gap will be dependent on the effectiveness of doorstep recycling schemes and on the performance of the outputs of the Bio MRF plants.

Best Value Reviews & 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. Authorities have to undertake reviews of their various services, with the aim of ensuring that these services continue to be what local people need and that they are being delivered as efficiently as possible.

Our Approach

ELWA now implements a best value approach to all of its activities. ELWA believes that the approach that it adopted in developing its integrated waste management strategy and contract, which began in 1996, is an excellent early example of best value in practice.

The waste management contract with Shanks represents an innovative public/private partnership supported by the constituent councils, and also by 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

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.

Service Monitoring

ELWA and its contractor Shanks.east london undertake rigorous service monitoring covering a large number of performance indicators and including a complaints monitoring procedure.

ELWA has also put in place agreements with the constituent councils of Barking & Dagenham, Havering, Newham and Redbridge to enhance 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 frontline service provider, to keep closely under review what is happening in their boroughs while at the same time providing ELWA with a valuable additional information and advice.

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 its services are accessible on an equal basis.

Equality and economic regeneration will play an important part in how ELWA plans 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.

Best Value Review Programme

2005/06

- a) Waste Management
 - Review of Strategy
 - Insurance benchmarking
- b) Other
 - Closed landfill strategy
 - Aveley Composting
 - Review of AML

2006/07

- a) Waste Management
 - 5 year Service Delivery Plan
 - Contract Monitoring Arrangements
- b) Other
 - Service Agreements with Boroughs
 - Risk assessment and risk management

The Authority's Responsibilities

The Authority is required:

- to make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. In this Authority, that officer is the Finance Director
- to manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets
- to approve the Statement of Accounts.

The Authority publishes an annual Financial Statement presenting the Accounts. The purpose is to give clear and precise information about the financial affairs of the Authority to both Members of the Authority and the Public.

The Financial Statement is available on the ELWA website (www.eastlondonwaste.gov.uk) or by contacting the ELWA Office Manager on 020 8270 4964.

A brief summary of the draft unaudited Financial Statements is shown to the right.

Balance Sheet at 31st March 2005

| | | £M |
|--------------------------|---------------------|----|
| Assets | long term | 8 |
| | current assets | 19 |
| | | 27 |
| Less: Liabilities | long term borrowing | -2 |
| | current liabilities | -3 |
| Net worth | | 22 |

Revenue Account for the year to 31st March 2005

| | £M |
|--|----|
| Expenditure | 28 |
| Less: Income from fees, grants and interest | -8 |
| | 20 |
| Add: net appropriations to reserve | 4 |
| | 24 |
| Income from Levy (see below) | 28 |
| Surplus for Year | 4 |

Lower than expected tonnages of waste for disposal reduced expenditure and contributed to this surplus.

The Levy

ELWA is financed by an annual levy on the four constituent councils.

In 2005/06 the levy is £29.8m, with a further £3.1m being raised by a separate charge on the boroughs for dealing with non-household waste. The levy requirement for 2005/06 is an increase of 4.9% over the 2004/05 levy of £28.4m.

2005/06 and later years

The future costs of waste disposal are rising mainly because of new legislation both from UK and the EU. In addition, there is uncertainty concerning a number of important issues, including projections of tonnage growth. In these circumstances the Authority needs to maintain adequate revenue balances in the coming years.

Audit of Accounts 2003/04

The main key messages:

- 1) The District Auditor gave an unqualified audit opinion in respect of the Authority's accounts for the year ended 31 March 2004.
- 2) The District Auditor gave an unqualified opinion on last year's (2004/05) Best Value Performance Plan.
- 3) The Authority adopts a medium to long-term approach to financial planning.
- 4) The Authority's arrangements for managing and monitoring the waste management contract are generally satisfactory.
- 5) The Authority's overall arrangements to prevent and detect fraud and corruption and to ensure the legality of financial transactions are adequate.

A copy of the District Auditor's Annual Audit Letter for 2003/04, which incorporates the Best Value Statutory requirements is available on the ELWA website (www.eastlondonwaste.gov.uk) or by contacting ELWA's Office Manager, on 020 8270 4964.

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's Office Manager on 020 8270 4964 or via e-mail at elwaofficemanager@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 & Dagenham

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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.



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