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The Authority has worked with the Constituent Councils to develop a new 'Joint Strategy for East London's Resources and Waste' <https://eastlondonwaste.gov.uk/jointstrategy/> to plan for the delivery of services, infrastructure, communication and engagement at the end of the existing Integrated Waste Management Services (IWMS) contract. This Joint Strategy was formally adopted by all five Partner Authorities in early 2022 and applies from 2027 to 2057. The Joint Strategy sets out the aims and aspirations of the five partner authorities and provides the basis on which to develop further plans and strategies for the delivery of future collection and treatment services, including a procurement plan for ELWA for new arrangements to replace the IWMS contract in late 2027.

In early 2022 the Authority started the Procurement and Contract Expiry (PACE) Programme, which will cover the various strands of work required to prepare for the end of the IWMS Contract and the procurement of new arrangements and services to replace it. The PACE Programme Board has been established to ensure the current contract is wound down efficiently and the successor services provide improved reuse and recycling, and value for money. Since the end of 2021/22 a Procurement Director has been recruited, and the Authority's officer team will be further expanded along with external advisers to provide the necessary capacity for delivery. An indicative programme of work has been drawn up, which is being used as the basis for procuring the services of technical, legal and financial advisers to support the PACE Programme.

The Authority is continuing to engage in and monitor the development of proposals and initiatives under the national Resources and Waste Strategy and the London Environment Strategy. These proposals are being reviewed and assessed to determine any likely or potential impacts on the Authority and/or the Constituent Councils, in order to understand the associated impacts on either the IWMS Contract or the PACE Programme.

The IWMS Contract, which runs from 2002 to 2027, has a number of requirements designed to implement the Authority's current Strategy:

- a) The Overall Service Delivery Plan (OSDP) of ELWA Limited is a Plan that covers the 25 years of the Contract. This is a schedule to the Contract and is essentially the operational and technical proposal by the Operator (Renewi UK Services Limited) to meet the Authority's requirements.
- b) The Five-Year Service Delivery Plan (FYSDP) follows a similar format to the OSDP but provides a greater level of detail. The first FYSDP is also a schedule to the Contract. The FYSDP was reviewed in 2020, however with a number of strategic issues remaining uncertain, including a significant number of consultations from Defra that will impact on long-term waste management decisions within ELWA, the FYSDP was agreed to cover a two-year period. This will now be formally reviewed in 2022 to provide a five-year framework to the end of the 25-year PFI Contract.
- c) The Annual Budget and Service Delivery Plan (ABSDP) follows a similar format to the other SDPs but provides an even greater level of detail, particularly in respect of financial matters. The ABSDP is considered prior to the commencement of the relevant financial year to which it relates. This ensures that the levy report in February takes the ABSDP into account and can fully reflect the likely expenditure commitments arising from the Contract. The ABSDP process also affords an opportunity for the Constituent Councils to provide input into the

<sup>1</sup> See: [http://eastlondonwaste.gov.uk/minutes/east\\_london\\_waste\\_authority\\_strategy.pdf](http://eastlondonwaste.gov.uk/minutes/east_london_waste_authority_strategy.pdf)









