

### **Appendix 3: Strategy Development Process**

1. The ELJRWS development was commenced in 2019, with ELWA as the lead authority.
2. Levels of governance:
  - Project Team consisting of officers from ELWA and Constituent Councils
  - Project Board, comprising the Managing Director of ELWA and the four Borough Environment Directors.
  - ELWA Members (portfolio holders from the Constituent Councils)
3. Initial workshops were held with the Members and officers to set out priorities that would need to be addressed in the document.
4. A procurement exercise for consultancy support in modelling and forecasting was then undertaken, the successful bidder being Ricardo Energy & Environment.
5. A baseline was established using data from 2018-19 (last full year for available data at the time the exercise commenced).
6. Forecasting and modelling was carried out on future waste arisings.
7. Modelling was then carried out to consider how this could be reduced through resident engagement and service development.
8. The modelling of potential future collection services was then undertaken to understand what recycling performance could be expected using service models set out by the Government in its Consistency proposals and extensive benchmarking of other local authorities.
9. Review of the modelling by the Partner Authorities and engagement with the GLA to agree a reasonable recycling target for the ELJRWS.
10. The ELJRWS itself was then drafted, along with the necessary supporting documents (which are outlined below). These were extensively reviewed by Members and officers from the five Partner Authorities, prior to completion of the Preliminary Draft.