

Agenda Item

NORTH LONDON WASTE AUTHORITY	
REPORT TITLE: OPERATIONS UPDATE	
REPORT OF: HEAD OF OPERATIONS	
FOR SUBMISSION TO: AUTHORITY MEETING	DATE: 5 April 2017
SUMMARY OF REPORT: This report seeks delegated authority for the implementation of standardised hours at the RRCs managed by LondonWaste Ltd for the Authority. It also provides information relating to the development of the Authority's operational services as well as information relating to the Real Nappy Scheme.	
RECOMMENDATIONS: It is recommended that: <ul style="list-style-type: none">i) authority is delegated to the Head of Operations, in consultation with the Chair and the Legal Adviser to take the necessary steps to implement the new standardised hours for RRCs as set out in section 2 and Appendix 1 of the report; andii) the Authority notes the information concerning the Western Road RRC, the reasons for the delay to the triennial Visitor Survey undertaken at RRCs, the information relating to the Real Nappy scheme and an update on other general operational matters.	

Signed by: _____ Head of Operations

Date: 24 March 2017

1. Overview

- 1.1. This report is to advise Members of operational matters. It addresses the recommendation to standardise hours across the RRC operated by LondonWaste Ltd (LWL) for the Authority, information relating to the purchase of the Western Road RRC, the reasoning for delaying the triennial Visitor Survey undertaken at RRCs, an update on other operational matters and information regarding the Real Nappy Scheme.

2. STANDARDISING HOURS AT RRCs

- 2.1. In September 2015 and February 2017 the Members' Recycling Working Group (MRWG) considered possible service changes at the re-use and recycling centres (RRCs). All were implemented in 2015/16 except the standardisation of opening hours, which required additional analysis and information.
- 2.2. The main objectives of standardising the opening hours are to make it simpler to promote the network of RRCs across north London in order to encourage residents to always use the nearest RRC (rather than the one their borough has historically promoted) and to facilitate the movement of site-staff between sites when the service requires it. There will also be a modest saving of some £39k per year on the basis of LWL's current costings; this is against an overall RRC staff cost of c.£1m per year and a whole service cost of c.£4.9m per year.
- 2.3. The average numbers of site-users per hour has been assessed, along with the planning consent and environmental permit limitations, and the practical issues of staff rostering. A background paper is provided at Appendix 1, including the proposed standardised opening hours at the RRCs as set out in table 3 of Appendix 1, namely:

Monday to Sunday: 08:45 to 16:15

- 2.4. The above hours can be introduced at all RRCs without difficulty from the planning and permitting perspectives with one exception. At Summers Lane, although the existing planning permission allows the site to be open until 16:30, the environmental permit only allows wastes to be received until 16:00. Consequently we would have to seek a variation to the permit from the Environment Agency, but given that we will remain within the planning permission it is not expected that this will be problematic.
- 2.5. The constituent borough councils have been consulted on these proposals and, as noted, they have been discussed at the Members' Recycling Working Group.
- 2.6. It is recommended that authority is delegated to the Head of Operations, in consultation with the Chair and the Legal Adviser to take the necessary steps to implement the new standardised hours.

4. PURCHASE OF THE WESTERN ROAD RRC

- 4.1 At the 26 September 2013 meeting of the Authority, authority was delegated to the Head of Operations (then Head of Waste Strategy and Contracts) to negotiate terms for the purchase of the Western Road RRC from Haringey Council, once Haringey had built it.
- 4.2 However, although the RRC was opened in June 2014 there were still snagging items outstanding with Haringey's construction contractor. The last of these outstanding items are to strengthen the floor of the Metropolitan police car park that abuts the RRC, and to adjust the RRC perimeter fence. These works will commence week commencing 20 March 2017 and will continue for approximately five weeks. The RRC will remain open to the public throughout.
- 4.3 Upon satisfactory sign off for the works by all parties it is expected the Authority will formerly complete the sale and purchase agreement of the RRC with Haringey Council.

5. TRIENNIAL VISITOR SURVEY

- 5.1 The Inter Authority Agreement (IAA) requires that the Authority arranges a survey of users of RRCs delivering waste from households to be undertaken at least triennially. The last survey was undertaken in 2014, so a new survey had been planned for later this summer. The results of this survey would then inform the apportionment amongst boroughs of the RRC element of the NLWA levy for three years effective from 2018/19.
- 5.2 On 27th February 2017 LB Haringey's Full Council agreed to the closure of the Park View Road RRC. The anticipated date of closure is October 2017, but an exact date is yet to be confirmed. LondonWaste Ltd has been informed and will be kept up to date so that it can consider staffing implications.
- 5.3 Should the closure go ahead as anticipated there will not be enough time to allow new site user patterns to establish themselves and a visitor survey to be conducted in time for the February 2018 budget and levy decisions of the Authority (and associated lead-in times for liaison with the Constituent Borough Directors of Finance).
- 5.4 Authority officers have proposed to borough colleagues that that the best course of action would be to defer the survey until next year, at which point delivery patterns from households would have settled down and a true reflection captured at that point. In the meantime it could be assumed that each borough's residents will continue to produce the same amount of RRC waste, but that the tonnages that are currently delivered to Park View Road will arise at the remaining RRCs. Officers would use the current visitor survey to assess the necessary budget adjustments.
- 5.5 Subject to all Boroughs agreement in principle to delay the visitor survey to next year it will be necessary for the named Representatives in the IAA (the Authority's Head of Operations and Borough Directors) to formally agree to this course of action.

6. GENERAL OPERATIONAL SERVICES UPDATE

- 6.1 Services with all the Authority's waste services contractors have been generally good, including operations under the main waste contract with LondonWaste Ltd. However a number of defaults have been issued to LondonWaste Ltd relating to the tipping turnaround times for Borough vehicles taking longer than is contractually allowed at Hornsey Street. General contract monitoring activity is on target and tonnages are within budget.
- 6.2 Following a trial, arrangements are now in place to accept from LB Barnet mixed dry recyclables and food waste (vehicles delivering food waste must be able to tip directly into a sealed container) at the Hendon Waste Transfer Station for onward transfer to the Authority's MRF and organic waste contractors. This is broadly similar to the arrangements at Hornsey Street. Discussions are also underway with LB Camden about potentially receiving similar wastes, but depending on the amounts of these additional tonnages it may require the operations to be moved out of the main tipping hall, and this may in turn require liaison and agreement with the local planning authority and the Environment Agency.
- 6.3 The Hornsey Street waste transfer station was not designed for dual-compartment vehicles as now used by LBs Camden and Islington. Current traffic routes and the need for separate weighing of the two types of waste being delivered by each of these vehicles have caused significant tipping delays at the site. Officers have worked with LondonWaste Ltd to develop proposals to alleviate these delays, and it is now proposed to install a new surface mounted weighbridge within the tipping hall so that these dual-compartment vehicles no longer have to exit the site and queue again for entry in between tipping each compartment. It is currently estimated that this will cost in the region of £25,000, which LWL will incur in the first instance, but will be recharged to the Authority as Landlord. This was not included in the 2017/18 budget but the cost will be funded from within the existing budget.
- 6.4 Members will recall previous information concerning the "Second Time Around" reuse shop located at the Kings Road RRC in Chingford. A concern has been that the shop is located some distance away for residents living in other parts of the Authority area to visit. Officers have discussed with the Members Recycling Working Group the possibility of setting up a "pop up" shop selling reusable items at another RRC. Although not launched officially, and to allow for a suitable bedding in period, a portable cabin has been re-fitted and from Tuesday the 21 March 2017 a "pop up" shop has started to open for one day a week at the Summers Lane RRC. The effectiveness of this preliminary trial project will be assessed before deciding whether to invest money in promoting it in any significant way.

7. REAL NAPPY VOUCHERS

- 7.1 At the last (February 2017) Authority meeting Members asked for whether there should be an updated assessment of the £54.15 cash back or voucher subsidy that is currently provided for parents who use reusable rather than disposable nappies on their baby. Members additionally expressed an interest in understanding the uptake of the scheme in 2016/17 by borough and what promotion had been undertaken.

7.2 The current value of the reusable nappy subsidy is based upon a calculation of the avoided cost to the Authority of nappy waste disposal from having a baby in reusable, rather than disposable nappies. Work to reassess the value of the nappy subsidy will be undertaken and brought back to a future meeting. Details of the promotional work undertaken by NLWA to promote the scheme in 2016/17 are provided in Appendix 2 to this report with details of the uptake of the subsidy by boroughs enclosed in Appendix 3.

8. COMMENTS OF THE FINANCIAL ADVISER

8.1 The purchase of Western Road RRC, referenced in section 4 of the report was included in the approved budget for 2017/18. However the budgeted assumption was that it would have been purchased by the end of March 2017. The fact that it will not have been purchased until April means that no Minimum Revenue Provision will be required in 2017/18, generating a saving against budget of £170k. As it is for an RRC, the saving will be apportioned between boroughs based on the visitor survey.

8.2 The impact of the closure of the Park View Rd RRC, referred to in paragraph 5.2 is being assessed and will be reported to the June meeting.

9. COMMENTS OF THE LEGAL ADVISER

9.1 The Legal Adviser has been consulted in the preparation of this report and has no comments to add.

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RRC Standardisation of Opening Hours

1 BACKGROUND

- 1.1 Since 2012 and the repeal of the Refuse Disposal (Amenity) Act, the management of eight out of nine re-use and recycling centres (RRCs) in North London has transferred from borough councils to NLWA. The RRCs are currently operating on a variety of different hours that were historically inherited from the borough councils.
- 1.2 Although the wastes accepted at all RRCs managed by the Authority have now been standardised¹, it is difficult to promote the RRC service across the NLWA in a way that encourages residents to always use the nearest site when they all have different opening hours. It is therefore proposed to standardise the opening hours of the Authority's RRCs where possible (although Hornsey Street will continue as the single late-opening RRC).
- 1.3 This matter has been discussed at the Members' Recycling Working Group (MRWG).
- 1.4 This information was originally prepared before the planned closure of the Park View Road RRC was known; it has since been adjusted, but the adjustments are still showing.

¹ Kings Road RRC is for recycling only; it does not accept residual waste.

Figure 1: RRC Locations in North London



- 1 - Summers Lane, Friern Barnet (Barnet)
- 2 - Regis Road, Kentish Town (Camden)
- 3 - Barrowell Green, Palmers Green (Enfield)*
- 4 - Western Road, Wood Green (Haringey)
- 5 - Park View Road, Tottenham (Haringey) – *to be closed (as above)**
- 6 - Hornsey Street, Holloway (Islington)*
- 7 - Kings Road, Chingford (Waltham Forest)
- 8 - Gateway Road, Leyton (Waltham Forest)*
- 9 - South Access Road, Walthamstow (Waltham Forest)

* These sites are not in the scope of this review. Barrowell Green continues to be managed directly by LB Enfield. Park View Road is expected to close. Hornsey Street is to remain the one late-opening RRC. Gateway Road is managed by NLWA, but through Bywaters (not LondonWaste Ltd) and officers will seek to align the opening times at Gateway Road with this recommendation.

2 OPENING HOURS

2.1 Current opening hours vary across the RRCs due to a number of factors, including historical opening times inherited from the boroughs, and environmental permit and planning permission requirements. Across the sites the weekday opening hours currently range from 08:00 – 08:30, with closing hours from 15:45 – 17:15 (excluding Hornsey Street). See Table 1.

- 2.2 The RRCs are also subject to a fluctuating demand, with greater demand in the summer and at the weekends. This has led to many of them being staffed with higher levels of overtime and agency workers at peak times than would be preferred. This is largely driven by the fact that different sites are governed by different terms of employment depending on the TUPE conditions when the sites were transferred to LWL.
- 2.3 In reviewing how to move the RRCs to the new opening hours and staffing hours LWL looked at the current volumes and peak times of the RRCs, the critical staffing hours and the critical staffing levels.
- 2.4 LWL also reviewed shift patterns to align them as closely as possible to the preferred standardised opening hours of 09:00 to 16:00, with the exception of Hornsey Street RRC which could continue to operate as NLWA's late opening facility, using the site's current opening hours.
- 2.5 LWL has standardised hours on an average annualised working week of 39 hours across the business, and this was the basis of reviewing the shift patterns in the RRCs. It was found that opening hours of 09:00 to 16:00 (as initially requested by the Authority) did not maximise the working hours in the week, given that all sites are open seven days.
- 2.6 LWL has planned to move to common employment terms and conditions across all the RRCs with more flexible working patterns, pooled labour across all the sites, allowing for increased flexibility in covering holidays and weekends without the requirement for overtime working.
- 2.7 The proposed opening hours are 08:45 to 16.15. However, the sites will be staffed from 08:30 to 16.30. This will enable site preparation at the start and end of the day and also allows for an extra load to be taken away from site at the end of the day, after the site is closed to the public. See Table 2.
- 2.8 LWL estimates annual labour cost savings in the region of £39,208 against the 2017/18 budgeted cost of c. £1m for staff, but £4.9m for the whole RRC service. The anticipated savings are a combination of:
- The reduction in overtime costs, at premium rates, replaced by flexible working across the sites.
 - The reduction in agency staff on the sites.
 - Offset by the additional employment costs of four regular part time and seven 'summer only' part time staff working flexibly across the RRC sites.
 - Offset also by the introduction of a standard premium for weekend working, the impact of which varies depending on the current rates of pay at each site.
- 2.9 Notwithstanding the above, two sites have marginal increases in cost. These are:
- Western Road will gain one additional full-time member of staff, but will save on current overtime and agency costs. Additionally, site staff pay per hour here will increase due to the harmonisation of RRC terms of employment, and the site opening hours are extending slightly (one hour in total per week)
 - South Access Road will not gain any staff, but current staff will also be beneficiaries of the new terms and conditions. Also, despite opening hours reducing by 8.75 hours a week, this does not lead to a reduction in the

required core manning of the site. The opportunity for savings will be monitored once the changed rotas are implemented.

- 2.10 The analysis is currently a proposal and the new staffing arrangements are not contractually agreed as they involve amending the terms and conditions of LWL's relevant staff, a process that is already underway. The basis for the potential savings is that, through these changes, institutional overtime paid at premium rates and agency work can be minimised across the RRC estate.
- 2.11 LWL is currently in consultation with employees regarding the changes to hours and terms and conditions.
- 2.12 The actual charge to the NLWA is currently on a cost plus basis, therefore any additional savings or differences in the utilisation of flexible working across the sites would be reflected in the actual charge on a borough by borough basis.

Table 1

Current Sites Opening Hours – March 2017

	Current Site Opening hours	Total hours open per week
Summers Lane	08:00 - 16:00 Monday-Saturday 09:00 - 16:00 Sunday	55
Regis Road	08:00 - 15:45 Monday-Sunday	54.25
Western Road	08:30- 16:00 Monday-Friday 09:00 - 16:00 Saturday-Sunday	51.5
King's Road	08:30 - 17:15 Monday-Sunday	61.25
South Access Road	08:30 - 17:15 Monday-Sunday	61.25
Hornsey Street	08:00 - 20:00 Monday-Saturday 08:30 - 20:00 Sundays	83.5
		366.75

Table 2

Proposed Site Opening Hours

	Proposed Site Opening Hours	Total hours open per week	Variation from current hours	Site Staffing Hours	Estimated cost saving per year*
Summers Lane	08:45 - 16:15 Monday-Sunday	52.5	-2.5	08.30-16.30 Monday-Friday	-£13,542
Regis Road			-1.75		-£20,508
Western Road			+1		+£1,194
King's Road			-8.75		-£8,081
South Access Road			-8.75		+£1,729
Hornsey Street	08:00 - 20:00 Monday-Saturday 08:30 - 20:00 Sunday	83.5	N/A	Winter 08:45-20:15 Monday-Sunday Summer 08:45-20:15 Monday-Wednesday 07:30-20:15 Thursday-Sunday	N/A
		346.0	-20.75		-£39,208 ≈ 3.81% savings

*Calculated from 2017 budget based on current opening hours.

2.13 The working hours are extended in the summer at Hornsey Street so that on the busiest days of the week LWL staff have additional time for site preparation and clean-up outside of operating hours when the public are present.

3. PERMITTING AND PLANNING

- 3.1 Officers have checked the environmental permit and planning permission for each site. All can immediately accommodate the proposed changes to opening hours with one exception. At Summers Lane, although the existing planning permission allows the site to be open until 16:30, the environmental permit only allows wastes to be received until 16:00. Consequently we would have to seek a variation to the permit from the Environment Agency, but given that we will remain within the planning permission it is not expected that this will be problematic.
- 3.2 The analysis of visitor numbers to each RRC has been updated and is provided at Appendix 1a below. Proposed changes to operational hours would reflect an impact on $\approx 2.71\%$ of visitors.

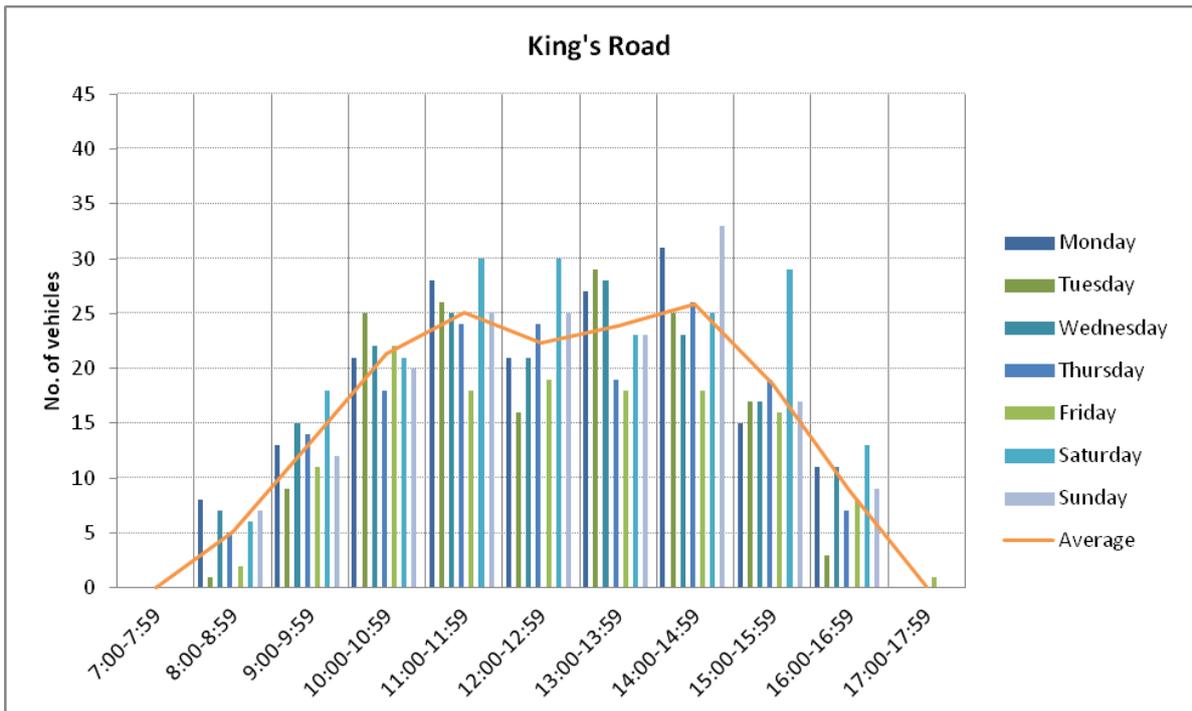
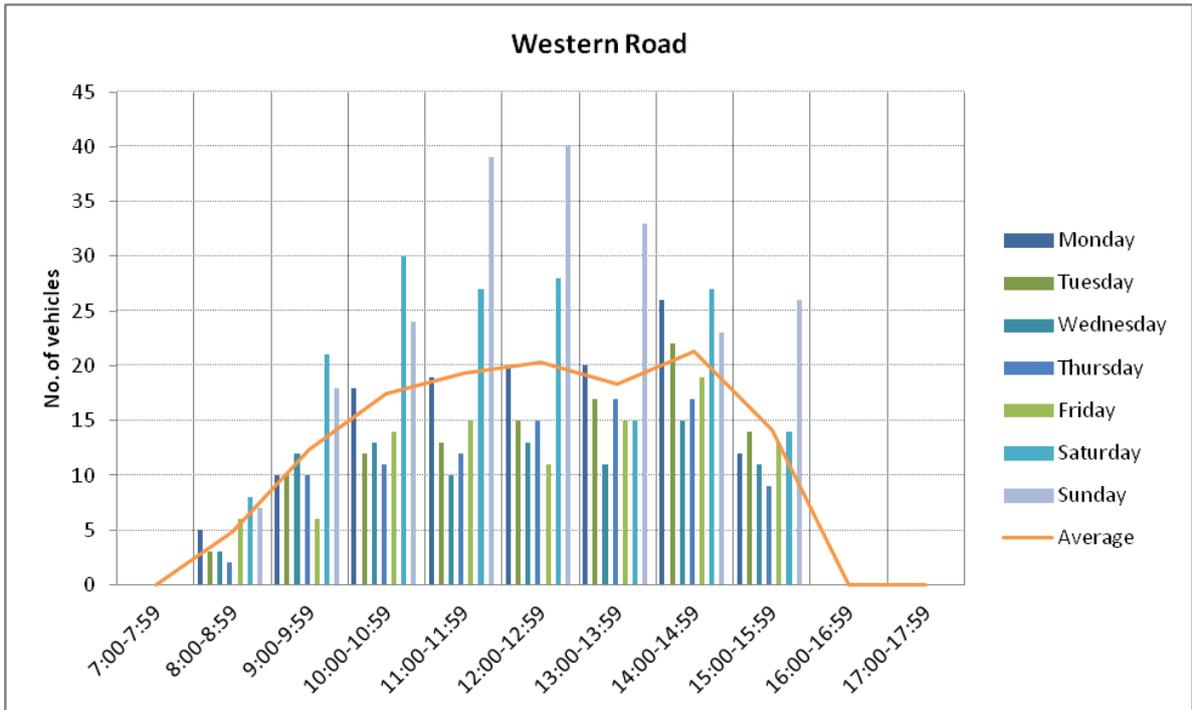
Table 3

Permitting and Planning

	Current permit opening hours	Environmental permit needs changing?	Planning permission needs changing?	Estimated average no. of visitors impacted by revised opening hours per week*
Summers Lane	Mon-Sat 08:00-16:00 Sun 09:00-16:00	Yes	No	97
Regis Road	Mon-Sun 07:00-20:00	No	No	21
Western Road	Not stated	No	No	8
Kings Road	Mon-Sun 08:30-17:30	No	No	30
South Access	Mon-Sun 08:30-17:30	No	No	44
Hornsey Street	N/A	N/A	N/A	0
				200 $\approx 2.71\%$ of visitors
<i>*Based on potential residents affected throughout week commencing 6th February 2017.</i>				

4. NEXT STEPS

- 4.1 Subject to Authority approval the implementation of the changed opening hours, officers will finalise terms with LondonWaste Ltd, and the communications programme to ensure residents are made aware as much as possible in advance of the changes to opening hours (in consultation with the Chair as communications lead), and engage with the Environment Agency for the change needed to the Summers Lane permit.
- 4.2 The communications plan has already been prepared in draft form and would be delivered at a total cost of around £6,000, including signage and leaflets at the RRCs, newspaper advertising, social media work and new printed guides to the RRC network.
- 4.3 Naturally all Members, borough waste officers and borough press officers will be given advance notice of the opening hour changes when the date is set.



Promotion to encourage the uptake of reusable (real) nappies - 2016-17

- A2.1 The 2016-17 reusable nappies campaign, ran from 18 to 24 April 2016, in support of 'real nappies for London' Real Nappy Week, to raise awareness of real nappies, highlighting the financial and environmental impact of purchasing them (as opposed to disposable nappies).
- A2.2 The campaign targeted residents of north London, male and female, in the following categories: parents-to-be, new parents, grandparents / close relatives.
- A2.3 The key messages of the campaign were;
- the environmental impact (that they are kinder to the environment)
 - the ease of using this product
 - the financial benefits: north London residents could claim £54.15 worth of real nappies for free
- A2.4 This campaign used online advertising tactics to engage with the target audience, through a series of advertisements through targeted online 'pop-up' advertisements, mobile phone app advertising through 'Exads', online borough newspaper advertisements, advertising on the 'Net Mums' website forum and paid Facebook and paid Twitter advertising. As well as issuing a press release which featured a 'real nappies' mum and her baby, to endorse the product further.
- A2.5 The total cost for this campaign was £9,357.51.
- A2.6 An example of the artwork, which featured in Camden New Journal is below.



- A2.7 The quantifiable indicators for assessing the success of this campaign were:
- A 20% increase in the number of website clicks achieved to the Real Nappy webpage during this period, based on the previous two campaigns in 2015. The target for this was 505 clicks to the Real Nappy webpage during the campaign period.
 - A 20% increase in the number of vouchers or cash back claims achieved during this period, based on the previous two campaigns in 2015. The target for this was 323.
- A2.8 The results from the 2016-17 real nappies campaign were as follows:
- Over 5,700 clicks were achieved to the Real Nappy webpage (the most viewed page for the period on the Wise Up To Waste website)

- An increase of 1,253% in the number of website clicks achieved to the Real Nappies page during Real Nappies week.

A2.9 A breakdown of results by advertising channel is below:

- Targeted online advertisements (pop up adverts):
The campaign served 1.1 million impressions, across seven London boroughs over seven days, achieving a click through rate (CTR) of 0.03% and drove 379 total clicks to the Real Nappy webpage. The table below displays the total impressions successfully delivered over seven north London boroughs.

Borough	Impressions	Clicks	CTR
Barnet	190,099	51	0.04%
Camden	219,148	51	0.02%
Enfield	135,095	53	0.04%
Hackney	91,578	35	0.04%
Haringey	143,916	41	0.03%
Islington	135,524	28	0.02%
Waltham Forest	107,900	61	0.06%

- The highest CTRs were achieved in Waltham Forest and Enfield
- The highest CTRs were within Low, and Very Low Income Demographics

- Tailored social media and digital advertisements:

Advertising channel	Impressions	Number of clicks to the website
Online mobile app advertisings	400,852	2,002
Facebook paid advertising	124,369	3,386
Twitter paid advertising	276,851	433

- Online borough newspaper advertising:

This provided 1.9 page impressions across the seven boroughs, resulting in 568 clicks to the website. Individual borough newspaper results were:

Borough newspaper	Impressions	Click-thru rates	Clicks to website
Enfield Independent Barnet Times Waltham Forest Guardian Series Haringey Independent	1.9 million impressions across these boroughs	0.23% 0.66% 0.71% 0.40%	568 click throughs across these publications
Camden New Journal	39,623	N/A	27
Hackney Gazette	14,233	N/A	126
Islington Gazette	4,724	N/A	1

- 'Net Mums' advertising: This advertising resulted in:

Borough name	Views	Clicks to website	Average monthly page views to this website
Barnet	3,356	5	21,416
Camden	1,652	2	8,695
Enfield	2,195	5	14,546
Hackney	1,331	3	6,661
Haringey	1,512	5	8,024
Islington	1,441	4	8,183
Waltham Forest	1,535	3	7,086

- Real Nappies press release: This was covered in the following three publications:

- 1) [Lets Recycle](#)
- 2) [The Guardian Series](#)
- 3) [Resource Magazine](#)

A2.10 Overview of activity outcomes

The campaign itself was a success however the clear interest generated as a result of the communications campaign as evidenced by the hits and visits to the website was not being translated into an equivalent high level of voucher requests and redemptions. The results to date suggest that the campaign has not been value for money in terms of evidenced tonnage diversion although it's clearly been very successful in terms of reach and raising awareness of real nappies.

Uptake of reusable nappies vouchers for 2016/17 (from 01/04/16 to 16/03/17)

The Authority currently pays a £54.15 subsidy to parents in north London who can demonstrate that they are using reusable nappies rather than disposable ones. The value of the subsidy is linked to the estimated avoided costs of disposal which would have been incurred by the Authority, had the parents been using disposable nappies instead of reusable ones. Two systems are in operation in north London:

- A voucher system where parents receive a voucher that they can redeem at a certain number of approved outlets and laundry services, which is administered centrally by the Real Nappy for London scheme which are currently part of the London Community Resource Network. The Authority pays for both the value of the vouchers and for the administration costs of boroughs in this scheme. Boroughs participating in the scheme are: Camden, Hackney, Haringey, Islington and Waltham Forest. The scheme includes joint promotion and outreach programmes and provides a redeemable against the purchase of real nappies or the cost of a real nappy laundry service. The voucher is intended to make real nappies more accessible to those on lower incomes, as the upfront costs associated with a cash-back scheme are avoided.
- A 'cash back' system where parents buy the nappies and then claim the cash back retrospectively. This system is administered by the NLWA and the costs included within the Authority's annual budget. Boroughs participating in the scheme are Barnet and Enfield who promote the use of real nappies through their own outreach programmes. The Authority continues to pay the subsidy to residents of these boroughs as well as providing database and administrative support.

The level of uptake so far this financial year per borough is set out below:

Borough	2016-17	
Barnet	33	Number of cash back claims
Camden	84	Number of vouchers issued
Enfield	15	Number of cash back claims
Hackney	277	Number of vouchers issued
Haringey	134	Number of vouchers issued
Islington	141	Number of vouchers issued
Waltham Forest	163	Number of cash back claims
Total NLWA	847	Number of cash back claims and vouchers issued

The historic level of uptake per borough for the last 6 years is set out below:

	2016-17 (part)	2015-16	2014-15	2013-14	2012-13	2011-12	Total per borough
Barnet	33	35	28	42	39	57	234
Camden	84	87	88	107	129	119	614
Enfield	15	8	36	24	31	31	145
Hackney	277	281	274	276	290	271	1,669
Haringey	134	170	167	162	159	143	935
Islington	141	150	129	159	175	166	920
Waltham Forest	163	160	101	0	37	34	495
Total NLWA	847	891	823	770	860	821	

And the historic cost per borough is similarly set out below:

	2016-17 (part)	2015-16	2014-15	2013-14	2012-13	2011-12	Total per borough
Barnet	£1,787	£1,895	£1,516	£2,274	£ 2,112	£3,087	£12,671
Camden	£4,549	£4,711	£4,765	£5,794	£6,985	£6,444	£33,248
Enfield	£812	£433	£1,949	£1,300	£1,679	£1,679	£7,852
Hackney	£15,000	£15,216	£14,837	£14,945	£15,704	£14,675	£90,376
Haringey	£7,256	£ 9,206	£9,043	£8,772	£8,610	£7,743	£50,630
Islington	£7,635	£8,123	£6,985	£8,610	£9,476	£8,989	£49,818
Waltham Forest	£8,826	£8,664	£5,469	£ -	£2,004	£1,841	£26,804
Total NLWA	£45,865	£48,248	£44,565	£41,696	£46,569	£44,457	

Notwithstanding the promotions reported in Appendix 2, since the scheme started in 2007 it has normally been the case that each of the constituent boroughs is responsible for outreach and promotion of real nappies within its area and the Authority is responsible for administering the scheme.