

Response to Scrutiny Review of Waste, Recycling, Collection and Disposal Report Appendix A.

Table of responses to recommendations and action plan

Recommendations and responses		Action Plan			
		Action	Responsible Officer	Date for completion	Measure of completed action
1	<p>The Council should integrate collection and disposal of waste, recycling and composting, street cleansing, graffiti removal, call centres, businesses and also transportation for the above. However, the reuse service should not be included.</p> <p>Agreed (except for disposal which will be the subject of procurement through the North London Waste Authority)</p> <p>In addition to the mix of services suggested, consideration will also be given to other services to be included. For example, weed growth can affect street cleanliness so the inclusion of weed-spraying in the contract should be considered.</p> <p>Whilst it is envisaged that re-packaging of services will result in savings due to more efficiencies and economies of scale, there is no guarantee that savings will accrue.</p>	<p>All actions listed under recommendation 1 will be carried out as part of the process of procuring the new contract. This process will include actions around scoping of work, identification of key performance indicators, design of service delivery models, health and safety and change management provisions.</p>	<p>Head of Environmental Resources</p>	<p>New contract due to commence Dec 09 (although option for up to 7 year extension of existing contract is available)</p>	<p>Final tender documents completed to reflect recommendations</p>
1a	<p>-The Contract should include targets for the improvement of recycling rates and improvement of resident satisfaction, with potential penalties to the contractor if targets are not met and financial incentives for meeting targets.</p> <p>Agreed Targets. The new contract will contain a range of targets aimed at measuring performance. These targets will be built around the obligatory new national indicators (NIs), Local Area Agreement stretch targets and local indicators measuring those parts of the service the matter to local residents. As a rule these targets will be outcome-based - for example % of residents satisfied with refuse collection – and some may be input based – for example, number of refuse collections completed on scheduled day. Consideration needs to be given to linking targets to relative quartile performance so that any national improvements, or improvements within comparator borough groups, are captured automatically.</p> <p>Targets can be designed to ensure that standards in different parts of the borough are equitable. In some areas this will require greater inputs on behalf of the contractor which in turn will ensure that resources are effectively targeted. It should be noted that a contract with targets to achieve high or top quartile performance is likely to be more costly than a contract with lower targets. Currently there is a system of measuring</p>	<p>As per Recommendation 1</p>			

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	<p>performance in the contract as 'Green, Amber and Red', this should be maintained.</p> <p>Penalties. The new contract will provide for penalties to apply, where targets in the 'Green' category are not met. Such penalties are likely to reflect the performance of the contractor from a global contract perspective and will be relatively high in value.</p> <p>Consideration will be given to the application of penalties where scheduled work does not happen or for poor service. Such penalties will reflect performance at a more local level and would be lower in value but aimed at ensuring headline targets are met.</p> <p>It should be noted that contracts with low penalty trigger thresholds are likely to be more costly than those with higher penalty thresholds.</p> <p>Incentives. Incentives should be considered as a means of recognising performance which exceeds the 'Green' category. This could be captured as a 'Green+' performance category which helps the Council achieve Excellence. Payment of incentives should have regard to the global performance of the contract as it would not be appropriate to reward refuse staff for achieving 'Green+' performance if street cleansing was achieving 'Red' performance. Linking incentives in this way could assist the contractor in achieving more joined-up working than is currently the case. An incentive scheme will push up the cost of the contract if it is successful.</p>				
1b	<p>- The Contract should be designed as such that area based working is the norm, as opposed to the traditional round structures.</p> <p>Agreed The current contract has no regard to ward or area assembly boundaries in delivering services. There are several reasons why area-based working would be beneficial in future:</p> <ul style="list-style-type: none"> • for street cleansing, linking individual operatives to particular areas promotes ownership of the work and the standards achieved, operatives will become known to local residents; • for refuse and recycling collection services, area-based service delivery means vehicle breakdowns are more readily resolved and, by ensuring all refuse, recycling and dumps are collected on one day, can provide the area with an easily understood, regular and reliable service standard. 	As per Recommendation 1			

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	<p>Whilst it is considered that area based working should be deliverable at no additional cost through proper work planning and efficient working, it is possible that area based working requirements could lead to higher contract costs,</p>				
1c	<p>- the street cleansing part of the contract should be tailored to meet the individual needs of each street, i.e. some roads may need more frequent cleans than others in order to meet high standards.</p> <p>Agreed The new National Indicators that measure street cleanliness are NI 195 Litter and NI 195 Detritus. These are output-based indicators, meaning that performance is measured randomly by the standard of cleanliness maintained, not by the number of sweeps that take place. Targets can be designed to ensure that standards in different parts of the borough are equitable. Performance for NI 195 and NI 196 is assessed through inspections linked to wards and land use type. Along with borough-wide targets for cleanliness, it should be possible to include ward and land use-based sub-targets to ensure that more cleansing activity is undertaken in locations where it is required to deliver performance close to the overall borough target.</p> <p>Whilst the contract will be designed to ensure that cleanliness standards are equitable in different parts of the borough, it should be recognised that the higher the basic standard of cleanliness required under the contract, the higher the cost will be.</p>	As per Recommendation 1			
1d	<p>- The contract should include a timetable in which resource allocation for refuse collection should reduce as less waste is created, while resource allocation for recycling rises.</p> <p>Agreed The new contract will make reference to the dynamics between falling refuse arisings and increased recycling. It will require the contractor to provide detailed proposals to demonstrate how resources will be directed so as to be efficient and to deliver value for money at all times.</p>	As per Recommendation 1			
1e	<p>- The contract should be flexible enough to cope with potential future changes, such as low carbon output for vehicles, and implementation of a source-separated recycling service.</p>	As per Recommendation 1			

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	<p>Agreed Sustainability will be a key component of the new contract. From 2008/09 there are a number of new NI targets requiring the Council to report its performance for reducing CO2 emissions and adapting to climate change in Haringey. Consideration will be given to including these targets within the new contract to focus the contractor on reducing CO2 emissions within every aspect of service provision from the back office through to front line operations using modern technology and innovation.</p>				
1f	<p>- The street cleaning part of the contract should include a requirement to separate waste and recycling.</p> <p>Agreed Recycling of street cleansing arisings is now happening through the existing contract whereby litter pickers separate plastic and cans from other street cleansing litter. There is potential to expand this further through on street recycling bins beside litter bins and possibly through selective treatment of dumps clearance work, for example clearance of dumped green waste for recycling instead of disposal. Consideration will be given to how this recommendation can be delivered through the target and incentive mechanisms.</p> <p>It is likely that the requirement for separation of street cleansing arisings into waste and recycling will increase the cost of the contract.</p>	As per Recommendation 1			
1g	<p>- The Council should consider the possibility of developing the recycling service to become source-separated in the future, in order to improve the quality of recyclables, and should take this into account when purchasing new collection trucks.</p> <p>Agreed in principle Council has developed its recycling collection service based on achieving its recycling targets and providing convenient collection services where all residents can recycle the same, full range of materials, as laid down in the Recycling Strategy for Haringey. Whilst this recommendation is agreed in principle, the current mode of operation for delivering the Recycling Strategy is to collect mixed materials and there is a market for the quality of recyclables that this service produces. There are no plans to change from the established mode of operation. The market for recyclables will be carefully observed to ensure that any newly purchased collection vehicles continue to provide the quality of recyclables that are in demand.</p>	<p>Developments in recycling material markets and collection methodologies to be kept under observation.</p> <p>Any proposals for change to be considered through Recycling Strategy and North London Joint Waste Strategy with due consideration of service level agreements with NLWA for delivering recyclables.</p>	Head of Environmental Resources	On-going	Review of Recycling Strategy

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2	<p>The Council should consider the potential financial benefits of making an in-house bid for the new integrated contract, as well as the flexibility that this would allow.</p> <p>Agreed This is currently being undertaken through the Commissioning Strategy Project within Urban Environment.</p>	Report is due to go to Cabinet in July 2008 setting out the findings of the Commissioning strategy Project	Director of Urban Environment	July 2009	Commissioning Strategy approved
3	<p>The Council should consider a policy of Compulsory Recycling in Haringey for all households which have a doorstep service provided to them, in order to ensure that the current service is being used, to raise recycling rates, and to demonstrate that the Council takes environmental issues seriously.</p> <p>Not Agreed Haringey has set challenging recycling targets to meet through its Recycling Strategy and, with north London partner boroughs, through the North London Joint Waste Strategy. To meet its commitments in these strategies the Council has been actively rolling out more and new recycling collection services over a period of years. As these roll-outs have progressed there have been corresponding increases in the recycling rate. Further expansion of recycling collection services are due to be rolled out in 2008/09 which are expected to lead to higher recycling rates.</p> <p>Recycling collection services in Haringey have not yet reached maturity. Against this background it is not yet appropriate to consider a policy of compulsory recycling as it has not been demonstrated that this will be required to achieve the set recycling targets.</p>	No further action at this time.			
4	<p>The Council should carry out a simple borough-wide consultation on compulsory recycling; using a question such as "Should it be compulsory to recycle in Haringey, if your household has a doorstep recycling service?" The consultation should be widely promoted through the use of banners, advertisements in publications, a press strategy and in other ways, with the possibility for residents to contribute by text message, email, on the Council website, by phone and in writing. The emphasis should be on persuasion and education with arguments for and against compulsory recycling. The Council should ensure that local stakeholders are included in any consultation.</p> <p>Not Agreed Refer to response provided to recommendation 3.</p>	No further action at this time.			

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5	<p>The Council should put into practice the result of the above consultation. If the answer is 'yes', the Council should ensure that good preparation takes place prior to implementation, including a full communication and education strategy to include primarily visual aids, and a letter to all households, a press strategy, visits to area assemblies and community centres/organisations [particularly those representing harder to reach ethnic minority groups] a hotline for residents and door-knocking in areas where it is deemed appropriate. The Council should also make resource preparation in terms of sufficient extra green boxes and composting bins.</p> <p>Not agreed Refer to response provided to recommendation 3.</p>	No further action at this time.			
6	<p>If the answer to the consultation is 'no' the Council should nevertheless use the impetus of the consultation as a way to focus on recycling as an issue, and make use of all the strategies listed above to improve communication with residents.</p> <p>Agreed Whilst the recommendation to consider compulsory recycling is not agreed, the use of communications suggested in recommendation 5 to improve communications with residents is agreed.</p>	Develop communications plan for recycling, waste reduction and general environmental sustainability issues. This will include community engagement and education delivered by dedicated officers, doorstepping activities and campaign work through outdoor media, leafleting and the local press.	Environmental Resources Manager	On-going	Implementation of communication actions
6a	<p>- Waste Management Services should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling, including supporting organisations to access funding streams to identify and bid for funds.</p> <p>Agreed. Work in this area is already underway. A member of the Recycling Team is employed solely for education and community involvement work, and has built links and engaged with a local community group as a trial of a wider programme. This will be developed further within the enlarged Environmental Resources Team, with an additional member of staff being recruited to assist with this work, and a team of Participation Officers due to be recruited to undertake door-stepping and face-to-face</p>	<p>Build links with community groups and organisations to arrange for recycling education workshops to be delivered.</p> <p>Provide support to community organisations in accessing funding for recycling projects.</p>	Environmental Resources Manager	Ongoing	<p>Workshops delivered to community groups</p> <p>Funding sources identified, and information pack</p>

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6b	engagement. The Environmental Resources Team will be fundraising to deliver projects on waste, recycling, climate change and other sustainability issues, and provision of support to community groups will be part of this work.				produced to assist with applications
	<p>- Waste Management Services should consider community composting in Haringey's parks and allotments.</p> <p>Agreed in principle Establishing composting facilities in parks would require additional capital investment to install the necessary infrastructure and revenue funding for staffing. A feasibility study would be needed to establish whether there is sufficient demand for such a service as most residents with gardens in Haringey have access to doorstep green and organic collections and would not need facilities in parks.</p> <p>Composting at allotments is already undertaken by many users, and discounted composting bins are available through the national Recycle Now campaign. A feasibility study into the installation of larger-scale facilities at these locations would be needed to determine whether such a service would represent value for money.</p>	Proposals for a feasibility study to be prepared for consideration by Cabinet Members for Environment and Conservation and Cabinet Member for Leisure, Culture and Lifelong Learning	Head of Environmental Resources With Head of Parks Service	December 2008	Proposals completed
		Feasibility study to be carried out - subject to approval of Cabinet Members.	Environmental Resources Manager	March 2009	Feasibility study completed
		Bid for funding through budget-setting process - subject feasibility of scheme.	Environmental Resources Manager	June 2009	Submit bid in 2010/11 PBPR
7	<p>The Council should ensure that Health and Safety is included in the contract, including the need for recycling operatives to wear gloves and protective glasses, and possibly also breathing masks.</p> <p>Agreed The existing contract contains specific clauses concerning health and safety. This issue is specifically discussed monthly Liaison and Partnership Board meetings to ensure it has a high profile as part of the monitoring and management of the contract. This would continue as part of a new contract.</p> <p>The Health and Safety Executive (HSE) has identified that the waste industry now has higher risk than any other industry in the UK. The HSE expects that contracts be designed such that the risk levels are minimised. For example, it is suggested that waste collection service contracts must state where waste can only be collected safely</p>	As per recommendation 1 above	Head of Environmental Resources	New contract due to commence Dec 09 (although option for up to 7 year extension of existing contract is available)	Final tender documents completed to reflect recommendations

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	<p>from one side of a road at a time. Also, recycling boxes can be heavy and cause strains and sprains so consideration should be given to introducing wheelie bins.</p> <p>As part of an operational contract, contractors are required to conduct Risk Assessments covering their operations. These detail the specific control measures, such as glasses, masks and gloves, that are needed to reduce the likelihood and severity of potential harm to operatives.</p>				
8	<p>The Waste Management Service should carry out local consultations in areas with high recycling rates about different collection methodologies such as fortnightly waste and recycling collections with a weekly composting collection.</p> <p>Not agreed The response provided for recommendation 3 above also applies to this recommendation.</p>	No further action at this time.			
9	<p>Waste Management should explore new technologies for collection methodologies, containers, fortnightly collection and composting.</p> <p>Agreed Officers in the Waste Management Service actively keep up to date with new technologies and developments in the waste and transport industry through attendance at seminars, conference and exhibitions and through visits to other boroughs. However, fortnightly collections are not being actively pursued.</p>	Attendance at seminars, conference and exhibitions and through visits to other boroughs will continue. Where opportunities exist to improve services through the use of new technologies, these will be considered for inclusion in specifications for the new contract.	Managers and officers within Environmental Resources Team	On-going	Recorded as part of staff performance appraisals
10	<p>The Council should carry out further trials of recycling from flats including food waste.</p> <p>Agreed in principle The council has been trialling mixed-material recycling on housing estates in Tottenham, and has used the experience gained to introduce a recycling service for privately-owned blocks. The Estates Recycling Service will be extended across the borough to all Homes for Haringey housing estates during 2008/9.</p> <p>WRAP is part-funding trials of food waste collections from flats using different methodologies in RB Kingston and LB Hackney. These trials began in June and September 2007 respectively, and are in the process of being evaluated. The results</p>	<p>Introduce Estates Recycling Service to all Homes for Haringey estates.</p> <p>Investigate options for improved recycling from</p>	Environmental Resources Manager	<p>October 2008 to March 2009</p> <p>March 2010</p>	<p>On-site recycling facilities on all HfH estates</p> <p>Feasibility strategy</p>

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	of these trials could be applicable in Haringey. The Environmental Resources Team will use the information that will be shared by these boroughs to put together proposals for a food waste service from flats in the future. This will require a significant injection of capital and revenue funding, which would have to be agreed through the Council's budget-setting process and/or using funding that may be available through WRAP or other grant funding streams.	flats, estimate costings and seek sources of funding.			presented to Cabinet Member
11	<p>The Council should extend its range of kerbside recycling materials, such as providing battery boxes [as done in Camden]. Also the free white goods collection service should be better promoted.</p> <p>Agreed in principle The Environmental Resources Team will be examining options for expanding the range of materials that can be collected, either through kerbside operations or borough-wide on-street facilities. Partnerships with other organisations that may already be providing such services will be explored, and examples of best practice will be sought from other local authorities. Expansion in the range of items collected will require additional resources and this would need to be agreed through the Council's budget-setting process.</p> <p>The Council will promote its recycling and other waste-related services through the Communication Plan as detailed in the response to recommendation 6 above.</p>	<p>Feasibility study, including costs, of providing collections of additional materials.</p> <p>See response to recommendation 6 above.</p>	Head of Environmental Resources	End of 2008	Options for new services presented to Cabinet Member
12	<p>Waste Management Services should work with Sheltered Housing organisations and the Aids and Adaptations Team to find out which properties require support in the collection of their recyclables.</p> <p>Agreed The green box doorstep collection service, and refuse collection service, already operate assisted collection services where requested. This recommendation recognises that providing equitable services sometimes requires additional consideration to be given to some other groups of service users.</p>	Action plan to be devised detailing how this workstream will be put into practice.	Environmental Resources Manager	October 2008	Action Plan to be approved by Cabinet Member for Environment and Conservation
13	The Council should include information on recycling as part of a greater 'welcome pack' for new residents to the borough. The Council should work with Registered Social Landlords, promoting tenants' participation in recycling as a sign of good landlordism.	This activity will be incorporated into the Communication Plan referred to in the response to	Environmental Resources Manager	December 2009	Provision of tailored waste and recycling

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	<p>Agreed The Environmental Resource Service will work with Homes for Haringey and the Social Housing Sector to promote recycling amongst their tenants and leaseholders.</p>	recommendation 6 above.			information in 'Welcome packs' from January 2009
14	<p>The Council should consider community green waste composting schemes in Haringey's parks and allotment sites.</p> <p>Agreed in principle The response to recommendation 6b also applies to this recommendation.</p>	See response to recommendation 6b above			
15	<p>The Council should specify a requirement for separated waste and recycling collection at all festivals and events, as a condition of the license.</p> <p>Agreed in principle In order to place a requirement on event organisers that recycling facilities are available, there needs to be a viable service on offer from the Council or other service providers. At present Recycling Operations has limited resources for the provision of recycling infrastructure and transport which restricts the range and volume of recycling that can be serviced at events. A full-scale service will require more stock of containers including room for storage, staff resource and possibly a dedicated bin delivery and collection vehicle. This cannot be provided by the council out of existing resources, and few waste management companies are willing or able to offer alternatives within the borough at present.</p>	<p>Proposals for establishing an Events Recycling Service will be presented to the Cabinet Member for Environment and Conservation.</p> <p>Subject to approval for establishing a service, a bid will be submitted through the business planning process.</p>	Head of Environmental Resources	December 2008 June 2009	<p>Proposals presented to Cabinet Member</p> <p>Bid for funding through 2010/11 PBPR process</p>
16	<p>The Council should look at the conclusions of the Welsh Review into commingled and source-separated collections, in terms of value for money, overall environmental impact, employment considerations and the quality of the recycling. If the conclusions were to lead the Council to consider the possibility of developing the recycling service to become source-separated in the future, this should be taken into account when purchasing new collection trucks.</p> <p>Agreed in principle This recommendation is closely linked to recommendation 1g above. Whilst this recommendation is agreed in principle, the Council's own comparison of source-</p>	<p>Developments in recycling material markets and collection methodologies to be kept under observation.</p> <p>Any proposals for change to be considered through Recycling Strategy and North London Joint Waste Strategy with due</p>	Head of Environmental Resources	On-going	Review of Recycling Strategy

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	<p>separated and mixed material collection methodologies demonstrated that the latter was more cost-effective for Haringey when this issue was examined in detail in 2006. When the current fleet is nearing the end of its useful life in 6 or 7 years' time, options for replacement will be considered, enabling comparisons of available collection methodologies to be made. This will take into account any changes that have taken place within material markets, technologies and other factors. It should be noted that by this time recycling is expected to be provided through the new waste management contract and capital costs of new vehicles are likely to be borne by the contractor.</p> <p>It should be noted that the Council is required to deliver waste and recycling to the North London Waste Authority and Service Level Agreements are in place to specify the types and quantities of waste and recycling delivered. Any decisions concerning changes to type and quantity of waste and recycling delivered to NLWA by Haringey will need to have regard to the existing agreements that are place between the two parties.</p>	consideration of service level agreements with NLWA for delivering recyclables.			
17	<p>The Council should work with community organisations, particularly those representing ethnic minority groups, to educate them about recycling. The Council should support community organisations who wish to carry out their own recycling schemes in securing funds, such as from the North London Waste Authority scheme, and should investigate how the voluntary sector could have its costs covered for taking out the recycling messages to different community festivals.</p> <p>Agreed Work in this area is already underway. A member of the Recycling Team is employed solely for education and community involvement work, and has built links and engaged with a local community group as a trial of a wider programme. This will be developed further within the enlarged Environmental Resources Team, with an additional member of staff being recruited to assist with this work, and a team of Participation Officers due to be recruited to undertake door-stepping and face-to-face engagement.</p> <p>The Environmental Resources Team will be applying for funding from internal and external sources to deliver projects on waste, recycling, climate change and other sustainability issues, and provision of support and training to community groups will be part of this work.</p>	<p>Build links with community groups and organisations to arrange for recycling education workshops to be delivered.</p> <p>Provide support to community organisations in accessing funding for recycling projects.</p>	<p>Head of Environmental Resources</p> <p>Head of Environmental Resources</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Workshops delivered at community centres</p> <p>Funding bids submitted by community organisations</p>

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18	<p>The Council should provide information and opportunities and consider incentives, for businesses to recycle including:</p> <p>Agreed in principle The council is committed to making Haringey one of the greenest boroughs in London, and assisting businesses to play their part will be key to delivering the objectives of the draft Greenest Borough Strategy. However, many activities or projects will be reliant on additional funding, which will need to be sourced from external agencies or through the council's mainstream budgets. Identification of funding sources is underway within the Environmental Resources Team, and project proposals will be put forward during 2008/9.</p>	<p>Identification of funding sources for business recycling information or incentives schemes.</p> <p>Presentation of proposals to Cabinet Member for Environment and Conservation for projects that could be delivered using funding sources identified.</p>	<p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p>	<p>March 2009</p> <p>April 2009</p>	<p>Options matrix for funding bids</p> <p>Proposals completed</p>
18 a	<p>Considering the possibility of integrating recycling for commercial premises with the residential properties above them.</p> <p>Agreed in part Commercial waste is treated differently from household waste by the Council in that charges apply for the collection of commercial waste whereas ordinary household waste is collected without charge. This principle also applies to recycling collections.</p> <p>Historically, there have been problems with a few unscrupulous businesses that, to avoid waste collection and disposal costs, abuse facilities designed and dedicated to household waste storage. This can cause conflict between the two sets of occupiers and sometimes leads to overflow and littering of waste storage areas. On occasions this leads to resources having to be allocated by the Council for corrective and possibly enforcement action, which can be costly. This problem could arise with shared recycling facilities</p> <p>There are also issues in that the Council is required to recover the cost of collecting commercial waste and recycling and, where it is mixed, it may be difficult to fix an appropriate charge for the commercial element.</p> <p>In view of this, integrating recycling for commercial premises with the residential properties above them should only be pursued where it can be demonstrated that secure, reliable and robust arrangements can be made and where businesses can demonstrate full compliance with their Environmental Protection Act, Section 34, Duty of Care to dispose of all their waste and recycling properly.</p>	<p>To be considered as part of Environmental Resources' planning application comments</p> <p>To be considered within the roll-out of new recycling services</p>	<p>Environmental Resources Manager</p>	<p>On-going</p>	<p>Included as part of planning application comments where applicable</p> <p>Included within roll-out plans for new recycling services</p>

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18 b	<p>- Providing a free recycling service to charities, faith groups, community centres and places of worship, including allowing them to bring goods to the Reuse and Recycling Centres.</p> <p>Agreed Under national legislation, waste from organisations with registered charity status can be classified as 'household'. As such, the council already allows these organisations to use its Reuse & Recycling Centres, and facilitates this process by providing letters of permission so that the organisations can gain access when arriving at site. Recycling facilities are also provided to a number of community and faith centres, and opportunities to expand such services during 2008/9 will be examined as part of the introduction of new services for flats, estates, schools and bring banks, within the space constraints for waste collection at each location.</p>	Grant access to Reuse & Recycling Centres for organisations with charity status	Head of Environmental Resources	Ongoing	Charity organisations using R&R Centres
		Provision of mixed-material recycling facilities for community and faith centres	Head of Environmental Resources	March 2009	On-site recycling facilities in use
18 c	<p>As a requirement of events licensing including financial inducement for sweeping staff</p> <p>Agreed in principle See response to Recommendation 15.</p>				
18 d	<p>Promoting companies who recycle on the Council's website, such as by listing green businesses' and providing information to residents on where to get things repaired in Haringey [thereby promoting local businesses and supporting residents in minimising waste]. This could be an interactive page where people can make recommendations about business services they have used.</p> <p>Agreed in principle Developing a section of the website to help residents find businesses with sustainable practices would be relatively simple to achieve. However, solid criteria would need to be set, possibly involving some form of accreditation (as with Fairtrade products), to ensure that the council is not displaying bias towards certain commercial ventures over others. Advice from the council's Legal service would be imperative.</p> <p>Helping to signpost residents to local businesses that will help to prolong the life of products would achieve a number of the aims that the concept of sustainability embraces. However, as with the 'green businesses' section detailed above, very clearly defined criteria would be needed for a business to be included on the website list, and the input of Legal would be needed to ensure that the council is being fair to</p>	Feasibility study for web pages that advertise, signpost and allow for resident-led feedback on green businesses	<p>Head of Environmental Resources</p> <p>With</p> <p>Head of Communications & Consultation</p> <p>With</p> <p>Head of Legal</p>	March 2009	Project proposal presented to relevant Cabinet Members

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	<p>all its constituent businesses.</p> <p>A resident-led section of the website could be created relatively simply that would enable users to submit recommendations and/or comments on businesses. However, this would require more staff resource than is currently available to scrutinise each submission, and the input of Legal to ascertain the validity of such a scheme would be required.</p>				
18 e	<p>Providing businesses with frequent information about recycling and composting, including the in-house service. Information could include active encouragement such as seminars and personal visits.</p> <p>Agreed The Environmental Resources Team will be engaging with businesses on a wide range of sustainability issues, to enable the objectives of the Greenest Borough Strategy to be delivered. Provision of information on opportunities to recycle and compost business waste will be included as part of this engagement, alongside energy, water, air quality and climate change. A variety of methods will be used to carry out this engagement, including the production of information packs or materials, attendance at relevant meetings and creation of web pages. This engagement programme is being devised at present, and delivery will commence in 2008/9.</p>	Production of information packs for businesses on environmental resources issues, including recycling and composting	Head of Environmental Resources	March 2009 onwards	Information packs distributed to businesses
18 f	<p>Encouraging local businesses such as Restore to work with young people not in education, employment or training by training them to repair/restore broken white goods such as washing machines.</p> <p>Agreed in Principle The council's Economic Regeneration team has a remit to facilitate economic growth in the borough and provide worthwhile opportunities for employment for its workless residents. As such this department works with a range of private and community organisations and local employers to create skills development and employment opportunities for young people and long-term unemployed residents. Currently, an apprenticeship project is running in partnership with Enterprise Accord to provide NVQ1 training in Waste Management alongside a sixth month placement. The team aims to engage other employers that may include any involved in waste and recycling in the borough, such as Restore Community Projects.</p>	Research and contact employers in the Haringey Guarantee travel-to-work area to explore employment and skills opportunities within their organisations, including those involved in waste and recycling.	Economic Regeneration Manager	July 2008 onwards	Information on any employment and skills opportunities with employers that may be accessed by workless residents

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18 g	<p>Consider incentives for businesses to recycle such as Croydon's ENVIBE scheme, possibly combining with other local authorities.</p> <p>Agreed in principle Provision of any sort of financial incentives will require additional funding to be available.</p>	The use of incentives will be evaluated by the Environmental Resources Team over the next 2 years as part of its work on devising and delivering projects tackling environmental sustainability. If viable incentive proposals can be agreed funding will be sought from externally and internally.	Environmental Resources Manager	March 2010	Proposals completed.
19	<p>The Council should set a strong example to business about recycling by:</p> <p>Agreed Leading by example is essential for any local authorities that are encouraging residents and businesses to adopt more sustainable practices.</p>				
19 a	<p>Ensuring that by 2010 all Council buildings [especially libraries, customer service centres and other front line services] and events have prominent recycling and composting bins that collect the full range of materials [as collected by the household commingled service].</p> <p>Agreed in principle The council will be introducing mixed-material recycling facilities (for paper, cardboard, plastic bottles, tins/cans, glass bottles/jars) at its own office buildings during 2008/09.</p> <p>Opportunities to recycle organic waste will be examined by the Environmental Resources Team, but any projects delivered in these areas will be subject to approval of funding.</p> <p>The Recycling Service has a stock of recycling bins designed for events, which are used to collect plastic bottles and cans. These bins are made available to event organisers for standard fees, although the Recycling Service funds the use of these containers at some council-wide events.</p>	<p>Introduce mixed-material recycling facilities to council buildings</p> <p>Feasibility study for introduction of organic waste recycling facilities at council buildings</p> <p>Feasibility study for introduction of expanded recycling facilities at council</p>	<p>Head of Environmental Resources</p> <p>Head of Environmental Resources</p> <p>Head of Facilities Management</p>	<p>March 2009</p> <p>August 2009</p> <p>August 2009</p>	<p>Recycling facilities on-site at all council offices</p> <p>Viable proposal ready for funding application through PBPR process</p> <p>Viable proposal ready for</p>

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19 b	Options for collecting a wider range of materials at events will be evaluated through a feasibility study so that capital and revenue costs can be anticipated. Funding will need to be sought to cover these costs.	events			funding application through PBPR process
	<p>Working with staff to ensure that waste is minimised, such as by paper free working, double-sided photocopying, and bringing a mug to work [the Council should consider charging for plastic cups].</p> <p>Agreed The Urban Environment directorate will be leading an internal 'Green Champions' programme to establish key individuals throughout the council who will provide leadership in their own area on sustainability issues. It is intended that this programme will be launched in Autumn 2008, and it will be backed up by council-wide communications on office sustainability. Key council departments will lead on areas most relevant to their work.</p>	Establishment of Green Champions programme	Director of Urban Environment	December 2009	Roll-out of internal campaigns on office sustainability
20	<p>The Council should promote reuse including by:</p> <p>Agreed On the waste hierarchy reuse is preferable to both recycling and disposal, so promoting it as a concept for dealing with unwanted items is good practice.</p>				
20 a	<p>Promoting schemes such as Restore which support those on low incomes to own electrical equipment due to second-hand purchase and maintenance.</p> <p>Agreed The council's Adult Services department already refers disadvantaged residents to organisations such as Restore Community Projects if they are in need of furniture or electrical goods.</p> <p>The Environmental Resources Team will be making links with these organisations to help with promotion of their services, both through the council's website and other methods such as posters and media adverts.</p>	Commission communications campaign supporting reuse organisations	Head of Environmental Resources	March 2009	Publicity materials in use in the public realm.
20 b	Considering holding 'Bring and Take Days' in which residents are encouraged to bring items that they no longer want and exchange them for items that they do want. This	Organise a Give & Take Day	Environmental Resources	October 2008	Framework for holding

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	<p>could be part of the annual Green Fair, and could also occur in schools, particularly with children's clothing and toys.</p> <p>Agreed Give & Take Days form part of the current plans for the North London Waste Prevention Week, in which Haringey will be participating. Opportunities to hold similar events at other times in the year are being examined, with a focus on linking to the work of Sustainable Haringey Network which has already held such an event at Broadwater Farm.</p>		Manager		Give & Take Days around the borough in place
20 c	<p>Improving signage directing residents to the Reuse and Recycling Centres, reminding them of all the materials that can be reused and recycled at them.</p> <p>Agreed in principle Ensuring that the Reuse & Recycling Centres are easy to locate as a method to encourage resident usage is a key part of achieving value for money at these facilities:</p> <p>A trial of lamppost-banner signage for Hornsey R&R Centre is currently underway, and the resources available for extending this trial are being evaluated.</p> <p>The Hornsey site is due to close within the next year, so it would not be cost effective to install any further signage. However, new road signage will be installed as part of the works to relocate the Centre to another location.</p> <p>The form of the signage would need to be kept as simple as possible to be effective, so listing the materials that are recyclable at the facilities may not be appropriate. However, work to increase residents' awareness of the centres will be carried out through other means such as Haringey People, and the possibility of a more extensive communications campaign will be evaluated for 2008/9 and future years within the scope of the budgets available.</p>	Review of signage for both R&R Centres	Environmental Resources Manager With Head of Sustainable Transport	March 2009	Specifications for signage to centres is finalised
20 d	<p>Ensuring that signage and tidiness should be improved at the Reuse and Recycling Centres. [Signage should include visual information about recycling destinations], and the centres should be more accessible for pedestrians.</p> <p>Agreed in principle</p>	Review of layout and signage at Reuse & Recycling Centres	Environmental Resources Manager	March 2009	Specifications for replacement of Hornsey site bear

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	<p>The existing signage within the R&R Centres will be evaluated during 2008/9 to determine where improvements are needed. The costs for these will need to be assessed alongside other proposals for spend from the communications budget, in terms of which will achieve greatest value for money. External sources of funding may need to be sought to deliver this work.</p> <p>Pedestrian access to the R&R Centres will be evaluated during 2008/9 to determine if improvements can be made, although funding outside of existing budgets will be needed to carry out any works. Pedestrian access will be a consideration when designing any replacement for the Hornsey site.</p>				<p>regard of recommendations</p> <p>Identified shortcomings at Tottenham site have been rectified</p>
20e	<p>Looking at the possibility of collecting a greater range of materials at the Reuse and Recycling Centres, such as paint and CDs.</p> <p>Agreed in principle Options for expanding the range of materials collected within the space restrictions at the Reuse & Recycling Centres is continuing. Possible outlets/services for different materials are being identified, and the feasibility of installing additional material collection points at the existing Centres is also under evaluation. Any broadening of the range of materials collected at the R&R Centres is likely to require additional resources through the Council's budget-setting process</p>	Identification of material recycling outlets, and accompanying feasibility studies, for R&R Centres	Head of Environmental Resources	Ongoing, as opportunities arise	Increased range of materials collected at R&R Centres
20f	<p>Ensuring that waste minimisation is a key theme in all Council literature about waste and recycling, including supporting a reduction in plastic bag use and other green incentives and providing guidance as to how to become a waste-conscious shopper.</p> <p>Agreed The council ran its first dedicated waste reduction campaign in March 2008, under the banner of 'reduce your waste before it catches up with you'.</p> <p>The possibility of running a food waste prevention campaign (linked to a promotion of food waste recycling collections) during 2008/9 is being evaluated, and funding is being sought from WRAP for this project.</p> <p>The council will be participating in the North London Waste Prevention Week in October 2008, plans for which include a 'plastic bag amnesty' and a 'zero waste challenge'. This forms part of the actions set out in the North London Waste</p>	<p>Application to WRAP for funding on waste minimisation communication campaign</p> <p>Work with partner borough and the North London Waste Authority to deliver actions set out in North London Waste Prevention Plan</p> <p>Identify space availability in service leaflets for waste reduction advice</p>	<p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p>	<p>July 2008</p> <p>March 2010</p> <p>Ongoing</p>	<p>Funding bid submitted</p> <p>Actions completed</p> <p>Waste reduction advice featured in</p>

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	<p>Prevention Plan, which has been drafted by the North London Waste Authority with input from the constituent boroughs.</p> <p>Existing leaflets for the Mixed Recycling Service feature advice on minimising non-recyclable plastic waste.</p> <p>New leaflets and posters relating to recycling and waste services will feature waste reduction advice where space permits.</p>				other waste service leaflets
20 g	<p>Providing households with 'No Junk Mail' stickers for their letterboxes.</p> <p>Agreed 'No Junk Mail' stickers have already been identified as a key communications tool to help reduce paper waste in the borough. The costs for providing such materials for a pilot scheme in an area, as a boroughwide promotion or as 'freebies' to give out at events will be examined during 2008/9 to determine the scope for rolling out this project within the resources available for communications work in the Environmental Resources Team.</p> <p>As a prevention measure, the Council will work with the Mail Preference Service to help residents reduce the amount of unwanted junk mail they receive.</p>	Commissioning of 'No Junk Mail' stickers	Environmental Resources Manager	March 2009	Stickers distributed at events and through other appropriate means
20 h	<p>Considering running an annual 'Waste Prevention Week' possibly to coincide with the annual Green Fair.</p> <p>Agreed The council is participating in the first annual North London Waste Prevention Week, which is currently scheduled for 4th-12th October 2008. This event is being coordinated by the North London Waste Authority, and will be run across all seven North London boroughs. Activities currently planned include a 'zero waste challenge', give and take days and a 'plastic bag amnesty' in each borough, and extensive promotions across the region.</p>	Participation in North London Waste Prevention Week	Environmental Resources Manager	October 2008	Residents have participated in Waste Prevention Week
20 i	<p>Considering working with retailers to become recognised 'Waste Prevention Stores' [such as used in other authorities] which discourage plastic bag use in particular. These stores should be promoted on the Council website.</p>	Feasibility study for 'Waste Prevention Stores' programme.	Environmental Resources Manager	March 2010	Programme proposals presented to Cabinet

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	<p>Agreed in principle The Environmental Resources Team will be engaging with businesses on a wide range of sustainability issues, to enable the objectives of the Greenest Borough Strategy to be delivered. Provision of information on reducing waste will form part of this engagement, and the team will be looking at projects that the council can become involved in within this area. However, such projects are subject to funding being sourced outside of existing budgets. In addition, use of the website to promote any businesses participating in these projects will need to be in line with the council's requirement to maintain an unbiased position on commercial matters, for which Legal may need to be consulted.</p>		With Head of Communications & Consultation With Head of Legal Services		Member
20 j	<p>Promoting schemes such as the Real Nappy scheme more widely emphasising their cost and health benefits as well as the environmental benefits.</p> <p>Agreed Haringey has signed up to the second year of the Real Nappies for London scheme, and is working with this organisation to promote the scheme. Options for expanding promotion into community-language newspapers are being examined, and opportunities for promoting the scheme in hospitals and surgeries are being explored.</p>	Commissioning of communications campaign materials on Real Nappies for London scheme	Environmental Resources Manager	March 2009	Widespread distribution of RNfL literature in Haringey
20 k	<p>Considering the possibility of recycling paint being used by the Council's Housing Service.</p> <p>Agreed in principle Use of materials obtained from more sustainable sources is considered by both the council's own Corporate Procurement section and Homes for Haringey using the Mayor's Green Procurement Code, and this would include painting materials where appropriate. Value for money, both in terms of costs, quality and availability, would need to be demonstrated for any such purchases.</p>	Seeking opportunities to procure materials from more sustainable sources.	Head of Corporate Procurement (Haringey Council) with Head of Asset Management (Homes for Haringey)	Ongoing	Increased use of post-consumer materials in procured goods
21	<p>All schools should participate in activities which raise awareness of all environmental issues, including recycling.</p> <p>Agreed Sustainability now forms part of the national curriculum, and every school in the</p>				

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21 a	<p>borough has recycling facilities for at least one material.</p> <p>All schools should designate a senior member of staff to be their Environment Champion, who will take a lead in the school with regards to environmental education and the school's own recycling, and should receive training in this role provided by the Council.</p> <p>Agreed The Environmental Resources Team is taking on two members of staff who will be focused on education and community engagement work. A major part of their role will be to engage with teachers on a range of environmental issues to facilitate delivery of education programmes, and identification of a key member of staff to liaise with at each school will be fundamental to this process. Options such as networks, focus groups and education champions will be examined to determine the most effective to carry out this work.</p>	Production of Environmental Resources Education Strategy	Environmental Resources Manager	March 2009	Defined targets and methodologies for working with schools identified
21 b	<p>Pupil representative bodies should be encouraged to become involved in promoting recycling throughout the school.</p> <p>Agreed The Recycling Team has already worked with 'environment clubs' from a number of secondary schools, which then promote the subjects to their fellow pupils. The Environmental Resources Team will continue this work, and will help to encourage the setting-up of similar clubs in other schools through engagement with influential teachers.</p>	Engage with pupil/student bodies to educate on environmental issues	Environmental Resources Manager	Ongoing	Participation of environment clubs in schools recycling
21 c	<p>The service provided by the Education Recycling Service should be extended, to ensure that the facility is being used all of the time (including by adults and families during school holidays), and more outreach should be provided by the service into schools.</p> <p>The first part of this recommendation is agreed in principle The Environmental Education Centre at Hornsey Reuse & Recycling Centre is not currently used to its full potential due to a lack of resources for its operation. Additional staff time will be available to help implement new schemes at the centre once the Education & Community Involvement members have joined the enlarged</p>	<p>Promotion of Education Centre to local community groups.</p> <p>Identification of funding sources for operation of Education Centre.</p>	<p>Environmental Resources Manager</p> <p>Environmental Resources Manager</p>	<p>March 2009</p> <p>March 2009</p>	<p>Meeting space offered to local organisations</p> <p>Proposals completed</p>

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21 d	<p>Environmental Resources Team, but funding to provide additional workshops and training sessions will be needed from internal or external sources. Opportunities to expand the use of the facility without incurring additional costs will be explored, such as offering the facility for use by community groups as a meeting centre. The Education Centre is due to be moved as part of the relocation of the Hornsey site, so detailed planning is not currently viable as the short-term future of the facility is not certain.</p> <p>The second part of this recommendation is agreed The Environmental Resources Team is taking on two staff to work specifically on education and community involvement, which will enable an expansion of the engagement and outreach work that is already carried out in schools.</p>	<p>Relocation of Education Centre</p> <p>Provision of assemblies and workshops on recycling and waste issues</p>	<p>Head of Corporate Resources</p> <p>Environmental Resources Manager</p>	<p>March 2009</p> <p>Ongoing – already in place</p>	<p>Education Centre re-opened at new site</p> <p>All schools engaged on use of recycling facilities</p>
	<p>All schools should have a full recycling and composting service by 2010, to complement the education about recycling that the children are receiving.</p> <p>Agreed in principle</p> <p>Recycling facilities for at least one material have been provided to all schools in the borough, and during 2008/9 these will be upgraded to accept paper, cardboard, plastic bottles, tins/cans and glass bottles/jars.</p> <p>Discounted composting bins are available to all schools through the national Recycle Now scheme, and information on this offer has been circulated to all schools. However, it is up to the schools themselves to purchase and arrange for delivery of these containers.</p> <p>The Recycling Team has previously investigated the options for providing a food waste collection service for schools. Funding will be sought through mainstream council and/or external sources to launch this service in the next budget cycle, but these collections cannot be provided out of existing resources.</p>	<p>Introduction of mixed-material recycling facilities at all Haringey schools</p> <p>Funding submission for food waste collections service for schools</p>	<p>Environmental Resources Manager</p> <p>Head of Environmental Resources</p>	<p>March 2009</p> <p>August 2008</p>	<p>All schools recycling paper, cardboard, plastic bottles, tins/cans and glass bottles/jars</p> <p>Viable proposal submitted through PBPR for introduction of food waste collections</p>
21 e	<p>National incentives such as Eco-Schools, the London Schools Environment Award and the Sustainable Schools Strategy should be encouraged in Haringey's schools and supported through the training of key teaching staff.</p> <p>Agree</p>	<p>Increase participation in Eco-Schools programme in Haringey</p>	<p>Head of Children & Young People's Service</p>	<p>Ongoing</p>	<p>Additional schools join programme</p>

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	<p>There are now 36 Haringey schools participating in the Eco Schools programme, and 18 schools have entered the London Schools Environment Award.</p> <p>The Sustainable Schools framework has been rolled out in Haringey, with intensive training offered to teachers, and a combined Healthy Schools and Sustainability conference being held for teaching staff and other stakeholders in June 2008.</p>	<p>Increase number of schools entering for London Schools Environment Award</p>	<p>Head of Children & Young People's Service</p>	<p>Ongoing</p>	<p>Additional schools enter for award</p>
		<p>Sustainable Schools Framework adopted by all schools</p>	<p>Head of Children & Young People's Service</p>	<p>Ongoing</p>	<p>Framework in place across all school activities</p>
22	<p>The Cabinet Member for Environment and Conservation should present a report to the Overview & Scrutiny Committee about the destinations of the different materials recycled the environmental benefits they provide, and whether or not this represents high quality recycling.</p> <p>Agreed This report will seek to draw together the information and research which is already available so that it can be presented to provide the Haringey perspective in relation to current mode of collection.</p>	<p>Report to be prepared</p>	<p>Head of Environmental Resources</p>	<p>December 08</p>	<p>Completed report presented to Overview and Scrutiny</p>
23	<p>That a short focussed scrutiny review, examining the benefits of source separated and commingled collection be undertaken by the review panel.</p> <p>Not agreed The requirements of this recommendation should be adequately covered through the content of the report agreed under recommendation 22 above.</p>	<p>No further action at this time</p>			