



WORKING IN PARTNERSHIP

VEOLIA & CAMDEN COUNCIL

ENVIRONMENT SERVICES CONTRACT

ANNUAL REVIEW 2018-2019
& CONTRACT IMPROVEMENT PLAN 2019-2020



This annual service report provides information relating to the performance and service delivery of the contractual agreement between Camden and Veolia in 2018/19, as outlined in the Contract Management Schedule. It consists of this document and three appendices which provide additional detail on structures, fleet and health and safety. This document also includes the Contract Improvement Plan for 2019-2020.



Statement from the Senior Contract Manager

Over the past year we have continued to meet and address challenges and as a result our performance is moving in a very positive direction. Public education is improving in terms of presentation and the new schedules have settled down. However, with the continual evolution of the contract we have to be ready to accept and embrace changes that will benefit and enhance the outcome-based approach to the contract.

Our biggest challenge remains the need to improve recycling participation rates on estates, a challenge that is common across central London and not just an issue in Camden. Working in partnership with our Camden colleagues and using best practices developed from other boroughs, we should be flexible in our approach to this issue as the makeup of the Camden housing stock does not allow for a one-size-fits-all approach.



Russell Griffiths
Senior Contract Manager

Statement from the Client

The daily commitment of staff in delivering recycling, waste and cleaning services across the borough is excellent, with improving service standards during the second year of the contract benefitting from this focus. Cleanliness across the borough is a common concern and with ongoing attention on litter and waste dumping, particularly in problem areas, the standard of cleanliness has improved (measured by Keep Britain Tidy). This work is supported by increased community involvement through Clean Camden app reporting and with community

clean-ups to help direct services and enforcement action to areas of need and so maintaining a clean Camden.

The improvement in recycling levels from the previous year was maintained into 2018/19, but there remain challenges to drive this up further. During the past year, our joint work with Veolia and Peabody Housing will help to better understand the obstacles for estates recycling services and help us develop these services in the coming year to support residents on estates to recycle more.

The past year has seen a lot of work taking place 'behind the scenes' that will bear fruit this year, including developments to the website and on-line services, moving to a weekday garden waste collection service and enhanced employment initiatives. Camden and Veolia working together is crucial to meeting the contract outcomes and we look forward to strengthening and developing this partnership over the coming year.

Richard Bradbury
Head of Environment Services

Partnership & Operational Structure

This was the second year of Camden's Environment Services Contract with Veolia, which started in April 2017. The contract is managed and monitored with a view to the contract outcomes, which are:

- Managing Camden's local environmental quality to an agreed standard
- Maximising recycling, minimising waste and driving up reuse and recycling
- Driving extra surplus from business recycling and waste services

- Increasing local employment opportunities and local economic development

The contract outcomes are monitored and managed through a number of annual targets and key outcome and performance measures, in line with the Contract Management Schedule and the Payment and Performance Schedules. Council managers and staff have real-time access to all operational and performance data via a powerful online dashboard which allows for total transparency across all areas of the service as well as for the identification

of hotspots. Financial penalties are levied against Veolia where performance fails to meet targets. Details of the Veolia structures and of the financial deductions are given later in this report.

CONTRACT DELIVERY HIGHLIGHTS & CHALLENGES IN 2018-19



Highlights

The second year of this eight-year contract saw the bedding-in of a number of operational changes made in the first year as both the public and the operatives became familiar with how things work. Behind the scenes, a number of longer-term projects - relating to both operations and communication - were developed through the year and will be delivered in Year 3.

Streets across the borough were generally maintained well, despite significantly increased reports of certain anti-social behaviour including graffiti, which rose by 130%. This increasing trend is seen across London¹. Independent monitoring of street cleanliness from Keep Britain Tidy demonstrated improved litter scores. A number of initiatives were launched in this past year to improve Camden's street scene, including an ambitious project to remove wheelie bins which were being permanently left on the pavement and were causing problems for pedestrians and wheelchair users. We stepped up our collaboration with local community groups by supporting environmental projects important to them, including the 6-month installation of a dedicated coffee cup bin in West Hampstead. Work on recycling coffee cups continued with the launch of a pilot project whereby sweepers in certain areas specifically collect empty coffee cups. The results of this project are not yet published at the time of writing but are looking very

positive. A 'reverse vending machine' to collect plastic bottles and aluminium cans is being trialled for six months in Granary Square, with the goal of not only increasing recycling, but giving an insight into how the likely introduction of deposit return technology might change consumer behaviour. One seasonal complaint in previous years has been the widespread dumping of old Christmas trees across Camden in January. Year 2 of the contract saw a concerted campaign, together with the Council, to address this problem. A new campaign 'Tis the Season to Treecycle' was created and rolled out across a number of different platforms including online, social media, bus posters, points-of-sale and local newspaper advertising. Together with better directional signage and an interactive online map, the number of Christmas trees reported as dumped in the borough fell by 62.5%², despite a significant overall increase in the number of households having a real tree.³

¹ Source: Keep Britain Tidy.

² Only 542 trees were reported as dumped on the street in Jan 2019, a decrease of 62.5% (903) compared to the previous year (1,445).

³ A total of 12,686 trees were recorded as being collected this year, an increase of 42.8% (3,806) compared to last year (8,880).

In Year 2, Veolia introduced a new reporting platform called PowerBI to provide greater service visibility to the Camden client team. This information dashboard allows council staff total visibility across all areas of Veolia's performance, not only to monitor our response, but also to help identify hotspots and areas of potential focus. This powerful tool for accountability is being extended to councillors too.

This will allow council officers to produce reports for ward councillors and work with them to focus on resolving issues that are important for residents such as fly-tipping, missed collections, overflowing litter bins and reported litter. The councillors' dashboard will Go Live in Year 3, but the development work has been done in Year 2. The Clean Camden App continued to grow in popularity, with an average 130 additional users downloading the App each month.⁴

Veolia's contract with Camden is constantly seeking to innovate and improve. The risks inherent in running so many concurrent projects was mitigated in Year 2 with a more rigorous approach to project management both within Veolia's management team and with the council. Rolling project sheets and regular monthly project meetings are enabling Camden and Veolia to work more effectively in delivering the contract improvements by helping us to focus resources on priorities and identify synergies.

The significant (4%) increase in the household recycling rate which was driven by the operational changes in Year 1 has

seen another small increase in Year 2. This should be considered a success, particularly, as the plans to restrict residual waste capacity have not been fully implemented.

Challenges

Recycling on estates and other multi-occupancy properties is notoriously difficult and the ambitions we have to improve recycling in this area are yet to be achieved. However we are working with key partners including elected members, housing officers, residents groups and environmental charities to develop solutions. Implementing the lessons learned from research by the Peabody Trust will be a key component in our strategy to improve recycling participation and yield in these areas.

The quality standards for dry mixed recycling have become more demanding everywhere over the last couple of years. Across both communal and kerbside recycling, contamination levels for Camden's recycling remained unacceptably high. A great deal of work to tackle this has been in preparation through Year 2 which we hope will make a positive impact in Year 3. This remains one of our most high priority issues and will be the continued focus of our communications with residents.

Wider societal problems, which are not confined to the borough of Camden, have also presented us with challenges in Year 2. An increase in rough sleeping has led to a rise in human bodily waste⁵ for our teams

to deal with. Wider anti-social behaviour has also seen a significant increase in non-offensive graffiti - both tagging and in memoriam. Both these issues have put the Graffiti Removal Team under considerable strain.

Recruitment and retention of HGV drivers remained a problem throughout the year, leading to an over-reliance on agency staff. This is not a problem unique to Veolia in Camden - HGV drivers are in demand across many industries. Veolia at regional level are working with a number of organisations to improve recruitment and retention of these critical key workers.

The trial for digital vehicle advertising was concluded and unfortunately deemed unsuccessful. The digital boards will be removed and replaced with static print advertising. While it is regrettable that this innovative idea was not ultimately successful it has not dampened the appetite to employ new ideas and state of the art technology to improve the service offering.

Finally, the contract was designed to deliver significant increases in recycling through a proven approach of restricting residual waste capacity to residents in conjunction with unlimited capacity for recyclable items. Until the intended restrictions are fully introduced, Veolia will be hindered in trying to meet the annual recycling target for the contract.



⁴ Monthly download data was only available for the last 6 months of Y2 of the contract

⁵ Euphemistically titled 'anti-social deposits' in our data

ANNUAL CONTRACT TARGETS

Annual contract targets are shaped around the contract outcomes and are listed below in table 1 along with the 2018/19 outcomes.

Annual Contract Target	Definition	2018/19 Target	2018/19 Outcome	Difference from Target	Previous Year Outcome	Difference from previous year
Household recycling	% of recyclable material collected against the total waste and recycling.	33%	31.1%	-1.9%	30.3%	+0.8%
Cleansing Standards	% of areas falling below Grade B standard	Litter: 6% Detritus: 5% Graffiti: 3% Flyposting: 1%	Litter: 3.80% Detritus: 6.34% Graffiti: 6.21% Flyposting: 2.08%	Litter: +2.2% Detritus: -1.34% Graffiti: -3.21% Flyposting: -1.08%	Litter: 5.74% Detritus: 5.01% Graffiti: 7.18% Flyposting: 4.81%	Litter: +1.94% Detritus: -1.33% Graffiti: +0.97% Flyposting: +2.73%
Customer Satisfaction⁶	Maintain a high level of customer satisfaction year on year	Refuse collection: 72% Recycling services: 68% Street cleansing 72% Customer services: 90% ⁷	Refuse collection: 81% Recycling services: 86% Street cleansing 84% Customer services: 74%	Refuse collection: +9% Recycling services: +18% Street cleansing +12% Customer services: -16%	Refuse collection: 62% Recycling services: 59% Street cleansing 65% Customer services: 85% ⁸	Refuse collection: +19% Recycling services: +27% Street cleansing +19% Customer services: -11% ⁸
Environmental	CO ₂ emissions	2,648 tonnes	1,979 tonnes	25% better than target	2,556 ⁹	23% improvement
Business waste & recycling	Increase the No of business customers in the recycling portfolio	+5% (over Y1-3)	+29%	+24%	+9% (on previous target)	+20%

⁶ In 2017/18 Camden used the annual resident satisfaction survey to measure customer satisfaction for refuse, recycling and street cleansing services. The Camden survey was not undertaken in 2018/19 so an alternative independent customer satisfaction survey was commissioned.

⁷ Measurement of this performance indicator is being reviewed to ensure it provides a fair and accurate reflection of call centre performance.

⁸ Last year's figure was calculated differently (on % of calls answered within target) so comparison with this year's performance is difficult.

⁹ The CO₂ emissions for Year 1 of the contract were misreported as 2,556 tonnes. In fact the figure was much lower, closer to 2000 tonnes.



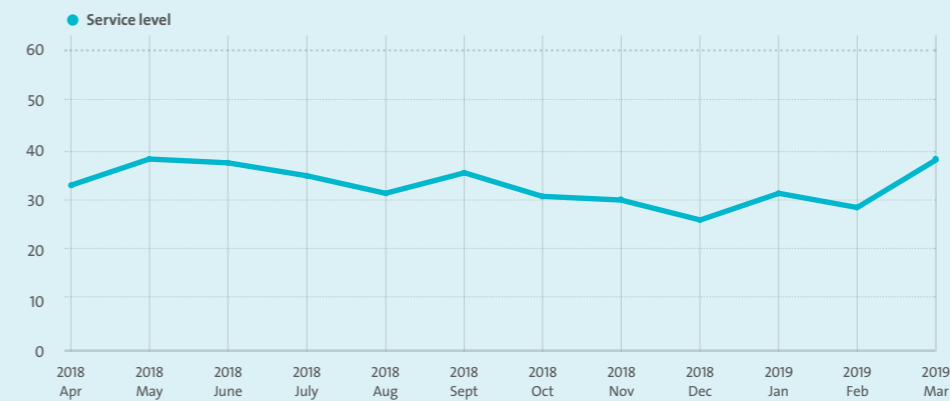
KEY OUTCOME TARGETS

Key outcome targets (KOT) in the contract measure the performance of services provided by Veolia and are reviewed monthly in the Performance Report. Contract Management records summarise incidents of KOT failures and the calculation of consequential financial penalties payable by Veolia.

Collection Services

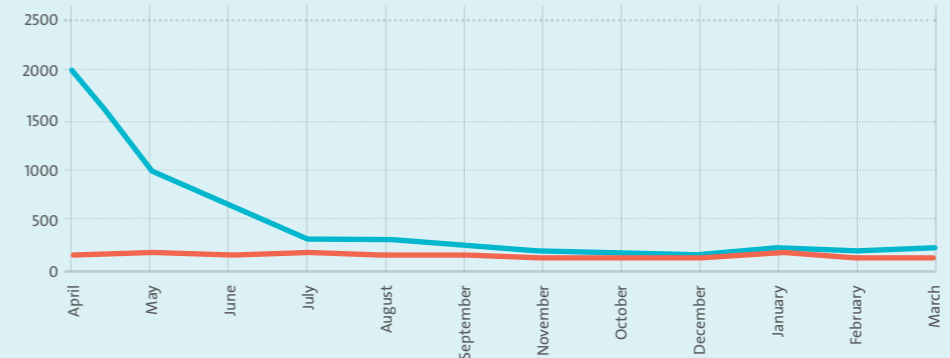
Missed collections across all services were maintained at a level considerably lower than the contract threshold of 60 per 100,000 throughout Year 2, as demonstrated in the graph below.

Missed collections per 100,000 across all services, by month: Year 2



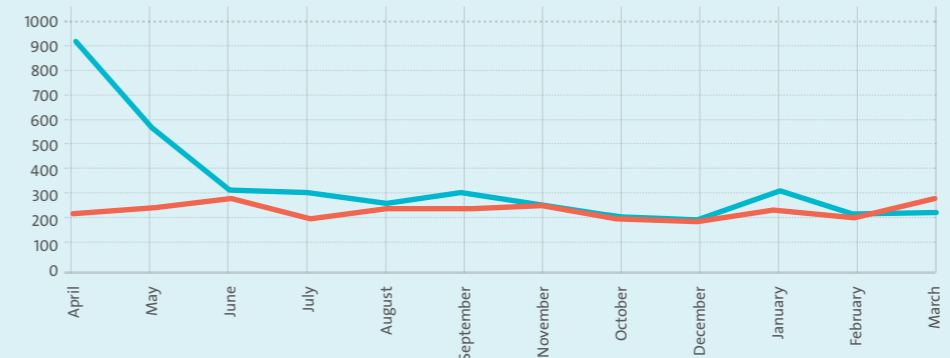
Missed collections of garden waste tended to be higher than other services, in part perhaps because this service was delivered on Saturdays and often used a wider pool of workers who were less familiar with the particular rounds. Through Year 2 preparatory work was undertaken to transfer the service across to a regular weekday service from the beginning of Year 3. This move aims to improve service reliability (including reducing missed collections) and customer satisfaction.

Missed waste collections per month: Year 1 & Year 2



Missed domestic waste collections for both kerbside and communal properties remained within acceptable parameters throughout Year 2.

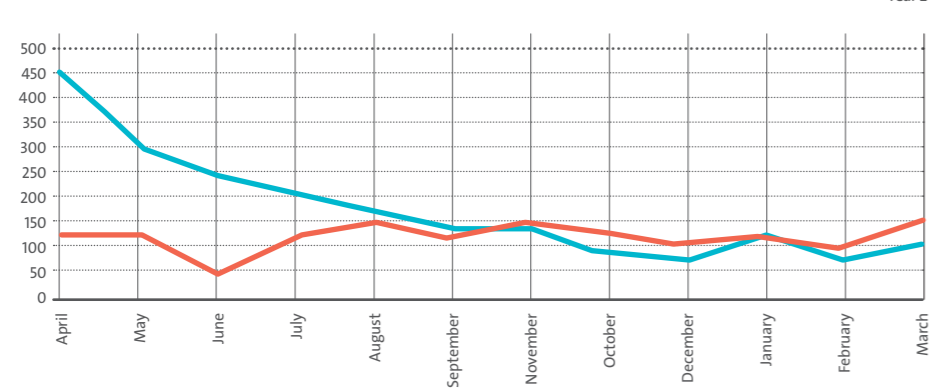
Missed dry recycling collections per month: Year 1 & Year 2



Missed domestic dry recycling collections remained considerably improved after a difficult start to the first year of the contract.

Collection Services

Missed food waste collections per month: Year 1 & Year 2.

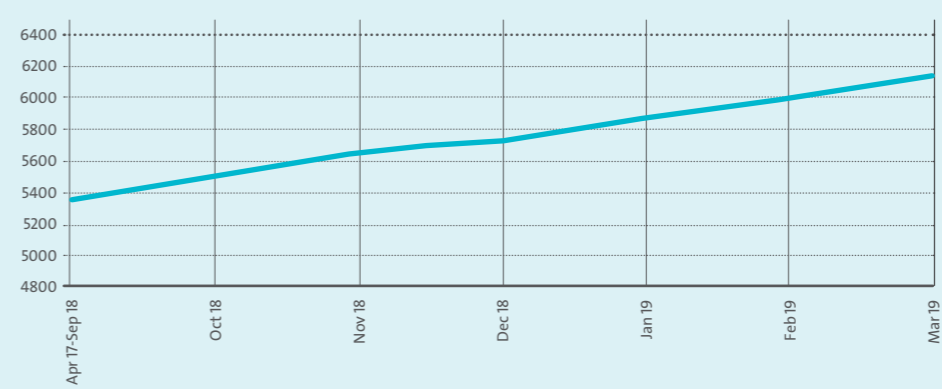


Missed domestic food waste collections remained at a low level during Year 2.



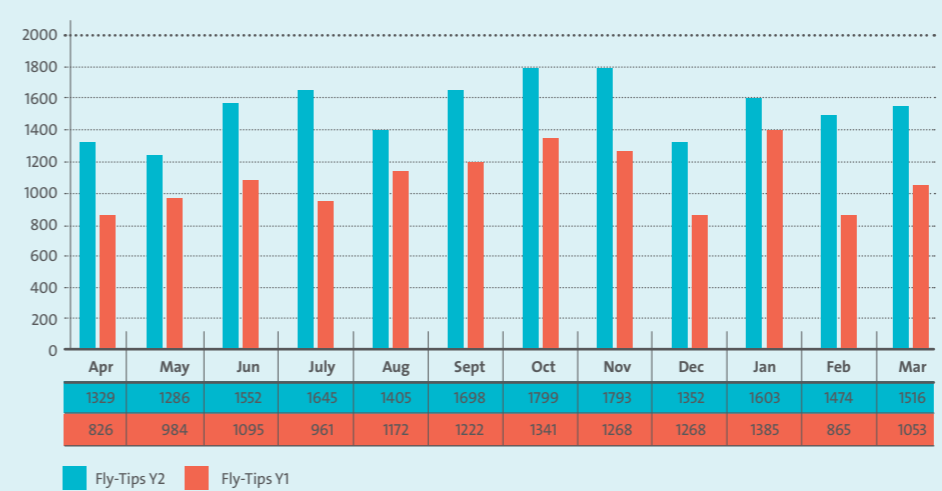
Cleansing

Clean Camden App downloads (cumulative)



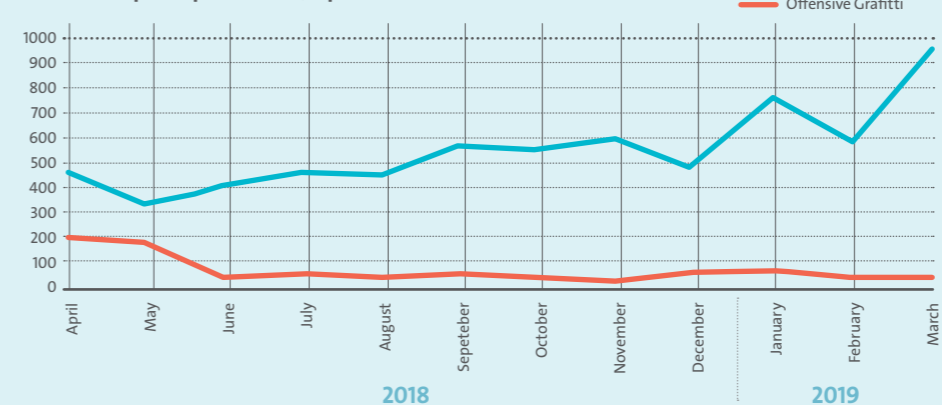
In general, street cleansing in Camden improved in Year 2, as evidenced by the independent auditing of the borough carried out by Keep Britain Tidy. While reports of fly-tips and graffiti rose markedly in Year 2, Veolia's response to dealing with reports was good, meeting the service standards set out in the contract. It is not possible to give a definitive explanation for the increased reporting of fly-tips - the increasing popularity of the Clean Camden App (see graph left), which was widely promoted over the year may in part be behind this.

Reported fly-tips per month: Year 1 & Year 2



Crews have not reported an increase in dumped furniture or builders' waste, so it is likely in part attributable to the fact that members of the public do not differentiate between legitimate waste in bags awaiting collection and fly-tipped waste. The significantly increased reporting of fly-tips during the second year of the contract is displayed in the graph left, where the blue columns represent Year 2 and the red Year 1. Despite this increased workload, Veolia's performance in clearing fly-tips was good throughout the year, with 94.3% of all fly-tips being dealt with within the required time-frame.

Graffiti Reports per month, April 2018-March 2019



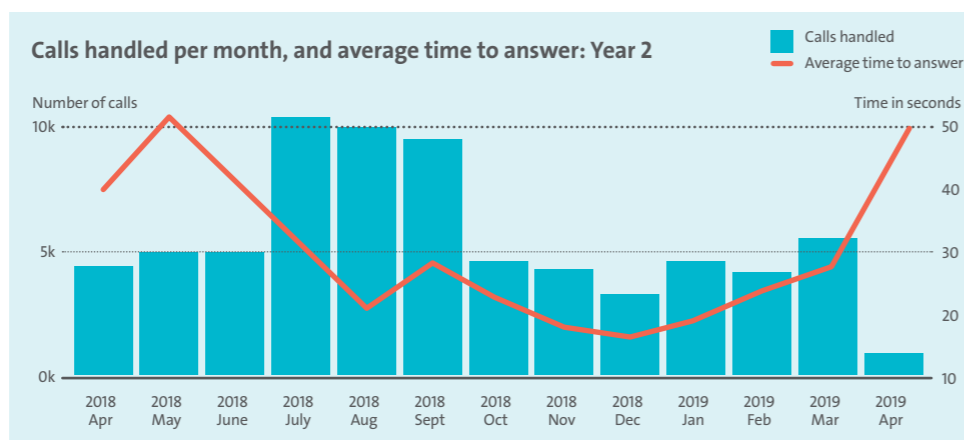
Reports of graffiti also jumped sharply in Year 2, which can be in part attributable to better reporting through the App. However it also reflects a real growth in graffiti across the borough. The majority of the graffiti removed by Veolia staff could be classed as 'tagging' - commonly used by young people and gangs. Despite the rise, 94% of all graffiti reports were removed within the required timeframe.

Customer Services

In Year 2, the call centre remained the primary channel through which residents in Camden contact Veolia. A significant amount of information is available to residents through the website and work has taken place to make the website easier to navigate and more intuitive for residents with the revamped site being launched at the start of Year 3. The graph below shows the number of calls into the call centre, and the average time to answer. However the data here is a little misleading. It reflects some technical problems with the Mitel phone systems during the period from July-Sept, which is generally a quiet period in terms of call volumes.

The technical problems led to a number of calls being 'abandoned'. These 'abandoned' calls were registering as a short call and therefore lowering the average time to answer.

Independent research into customer satisfaction carried out in April 2019 showed that 25% of respondents had contacted the call centre and of that number, 74% felt overall satisfaction with the service received.



Container management

Changes to container management processes including stock management and delivery systems introduced at the beginning of Year 2 have delivered a marked improvement in this aspect of the

service. However, some work still remains to be done to overcome practical issues relating to the delivery of recycling supplies to gated flats and estates.



Health & Safety

Health and Safety continues to be the top priority across the contract. The Lost Time Injury Severity Rate has been steadily dropping, reflecting that operatives are returning to work sooner after a significant injury. All managers are required to complete an Event Investigation Report after every accident, however minor. All significant accidents and incidents are investigated by the Regional QHS Adviser for London. Detailed data regarding Veolia's Health and Safety performance is contained in Annex 2 at the end of this document.

Fleet

Air quality is a key concern for Camden and London, and Veolia's fleet is designed to minimise particulate and CO₂ emissions. Many of the smaller street cleansing vehicles and vans are fully electrical, and many of the waste collection vehicles run on natural gas. The larger diesel vehicles in the fleet have been retrofitted with technology to reduce emissions. All Veolia vehicles are fully compliant with London's Ultra Low Emissions Zone (ULEZ) standards.

Pollution from vehicles is also minimised by the use of technology which optimises route mapping and reduces unnecessary journeys.

Winter Service

It was a milder winter than in recent years with only 202.5 tonnes of salted grit set against 574 tonnes used the previous winter. Winter Services were called out 22 times between November 2018 and March 2019.



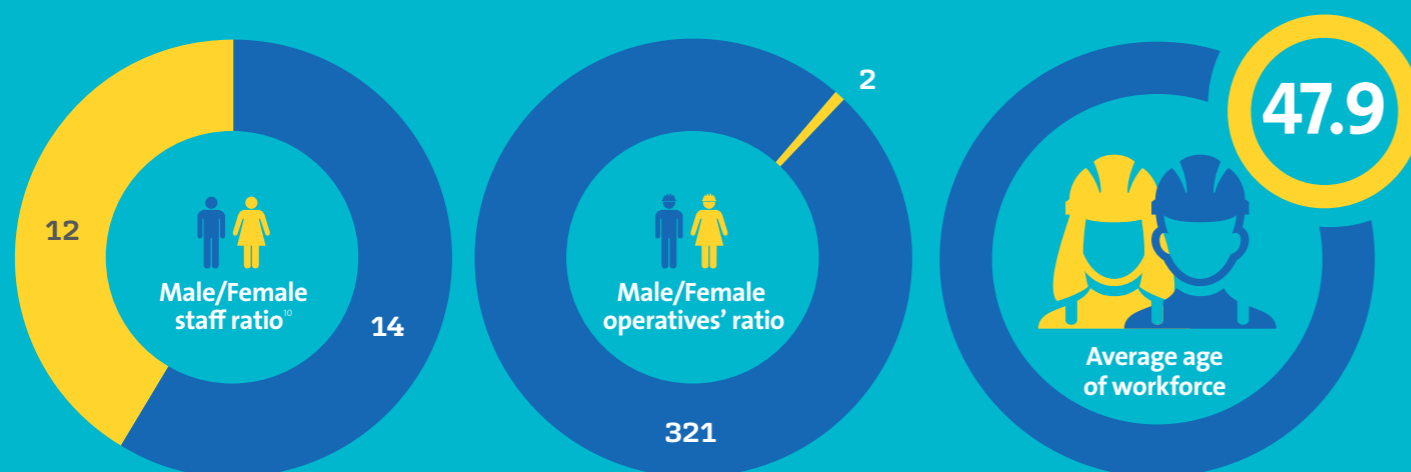
Staffing

The management team of Veolia in Camden experienced some significant staffing changes during Year 2 of the contract, with the arrival of a new General Manager, Michael Clarke, supported by a new Regional Manager, Ilana Shaw. The appointment of the new collections manager, Rebecca Turner means that all the heads of service in Veolia Camden are now women, bucking gender stereotypes in the waste and recycling industry. Data on wider staffing issues is presented below:

Employee Performance:

HR Statistic	Quantity
Staff turnover	Leavers 48 - Starters 47
Average service length	11 Years
Number of unauthorised absences	505
Number of employees who received training	373 (includes some who left during the year)

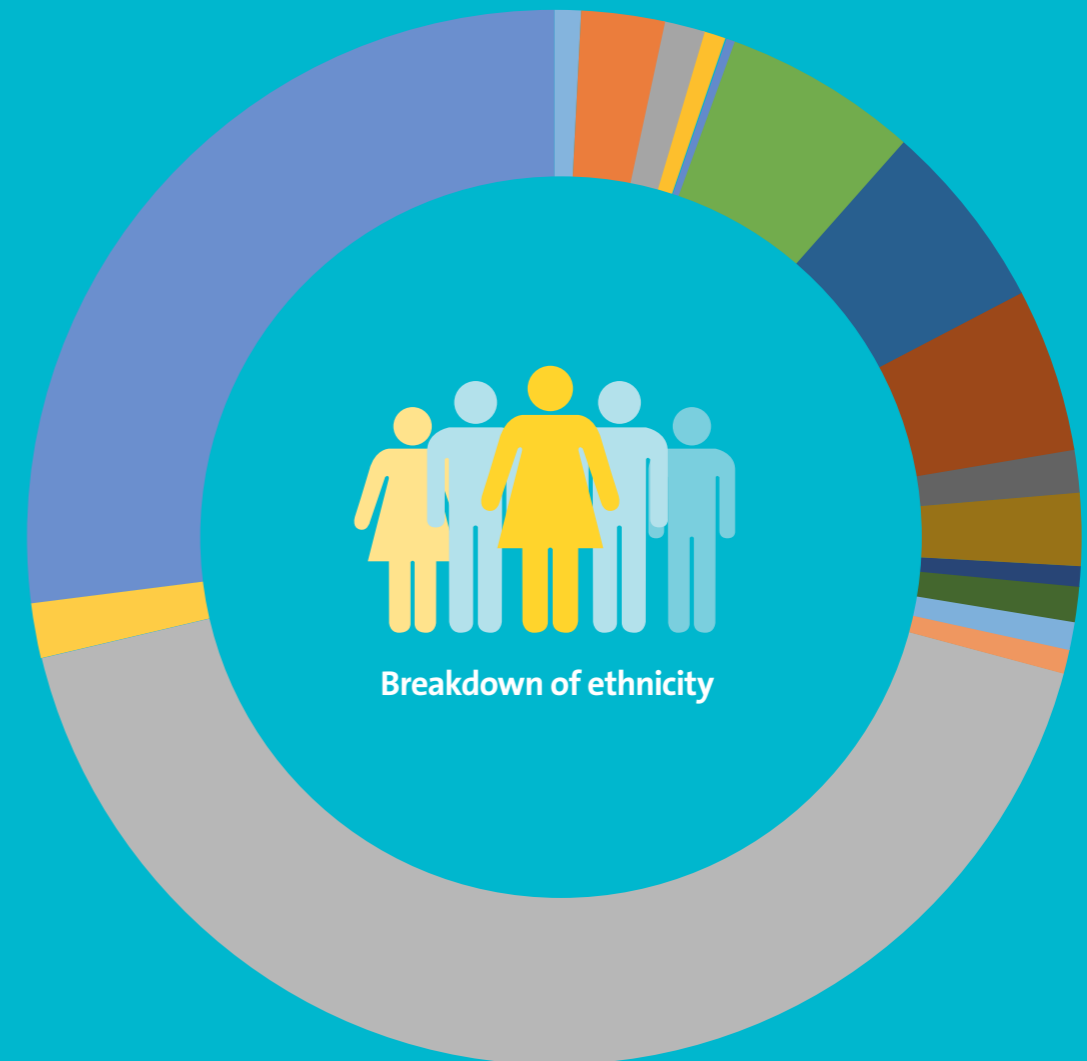
Equal Opportunities:



Number of females in senior positions: 12
 ♀♀♀♀

Number of disabled staff: 4
 ♿

¹⁰ Staff here refers to both management and administrative staff



- Any other Asian Background
- Asian Indian
- Black British
- Mixed Other
- Mixed White & Black Caribbean
- White Irish
- Any other ethnic origin
- Asian Pakistani
- Black Caribbean
- Mixed White & Asian
- Refused to Specify
- White Other
- Asian British
- Black African
- Black Other
- Mixed White & Black African
- White British

Two local teenage apprentices from Camden were selected for paid work experience in the Call Centre and Admin teams for a period of two weeks each. This gave them an opportunity to understand how all areas of the business work, from payroll, stock-take and procurement to public education and street cleansing.

Finances, deductions and corrections

Annual Contract Deductions

Annual contract target	2018/19 Target	2018/19 Outcome	Contract deduction
Household recycling target	33% ¹¹	31.1%	£28,041
Cleansing standards target	Litter: 6% Detritus: 5% Graffiti: 3% Flyposting: 1%	Litter: 3.8% Detritus: 6.34% Graffiti: 6.21% Flyposting: 2.08%	Litter: £0 Detritus: £10,000 Graffiti: £15,000 Flyposting: £2,500
Customer satisfaction target	Refuse collection: 72% Recycling services: 68% Street cleansing: 72% Customer services: 90%	Refuse collection: 81% Recycling services: 86% Street cleansing: 84% Customer services: 74%	Refuse collection: £0 Recycling services: £0 Street cleansing: £0 Customer services: £80,000

Monthly Contract Deductions

The level of monthly contract deductions for Year 2 (shown in the table below) dropped considerably after the first four months of the contract year once issues with container requests and logging of fly-tips were resolved.

Month	Penalty £
April 2018	£21,814
May 2018	£18,488
June 2018	£16,095
July 2018	£28,552
August 2018	£3,316
September 2018	£3,595
October 2018	£2,049
November 2018	£2,897
December 2018	£1,534
January 2019	£1,373
February 2019	£1,727
March 2019	£1,835
Total	£103,276

¹¹Measurement for this performance indicator is currently under review



Business Recycling and Waste - Statement of Net Profit Margin

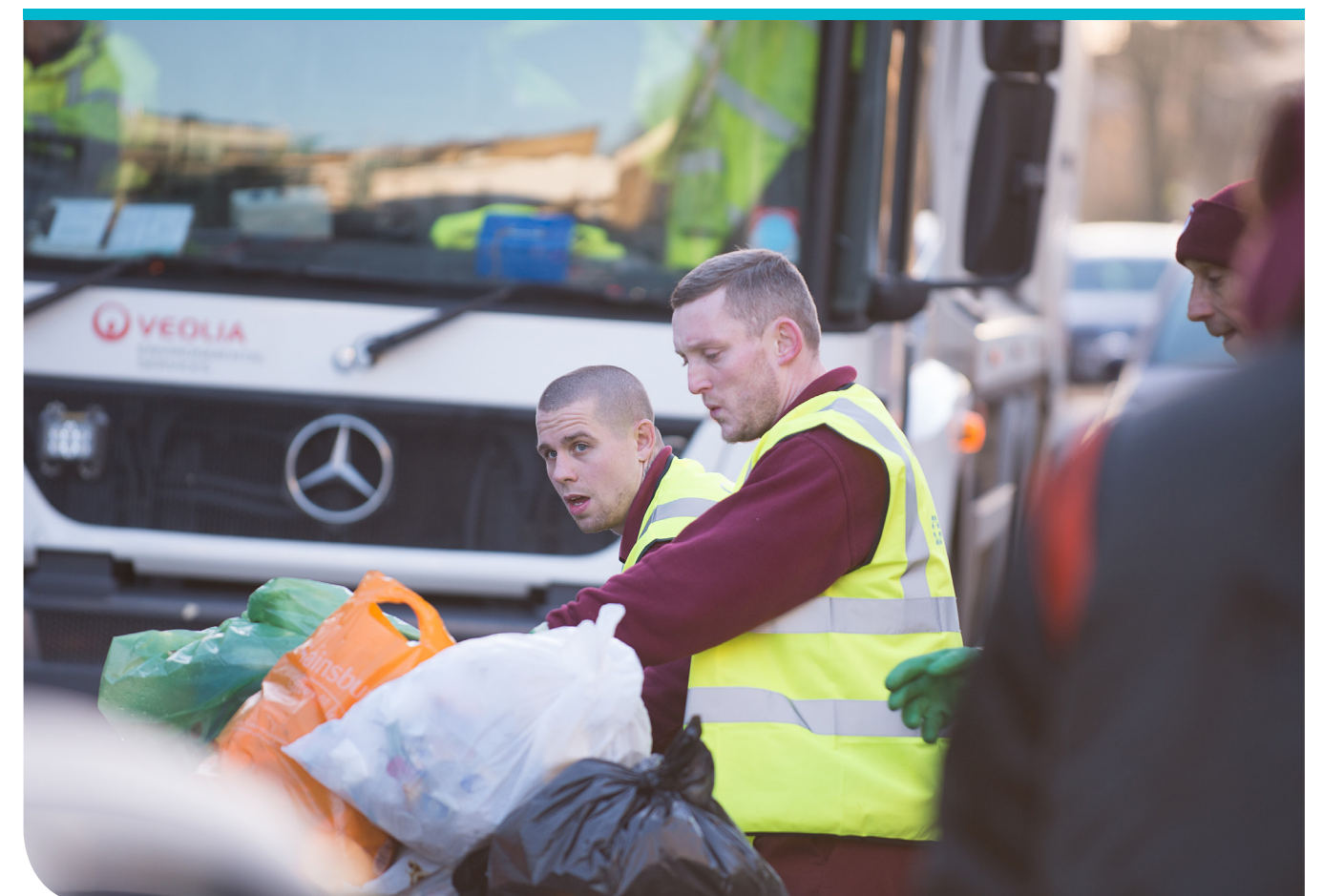
The business recycling and waste service provides a guaranteed income to Camden of £895,000.

Excess Profit Share Deduction

There was no profit share out turn in 2018/19.

Annual Incentive Payment

There is no incentive scheme payment for 2018/19.



Additional performance areas

Management Approach, MIS and Technology

The Veolia contract relies a great deal on the latest technology, including GPS vehicle tracking, address data, service delivery, tasks and all correspondence being maintained in real time in a single database, known as ECHO. Recent work has been focussed on drawing out that data and making it more easily available to non-specialist users. These developments include the creation of a powerful dashboard which can provide useful data in a clear and visually-attractive way for council staff and members. In addition, a great deal of work has gone on behind the scenes to adapt the resident-facing website to provide people with a much clearer understanding of their collection services and any problems that they may be facing. On the street cleanliness side, the Clean Camden App continues to be a popular tool allowing residents to quickly and easily report issues on their street including dog fouling and fly-tipping.

Cross-Service Working

The cross-service working relationships have not significantly changed from Year 1 - the borough is divided into three zones with managers responsible for each area. These area boundaries are designed to be in line with the council's Borough Monitoring team, allowing for close collaborative relationships to develop across collections & streets service delivery, communications & education, and enforcement. Veolia now holds municipal waste contracts for over a third of London's boroughs, and opportunities are taken to share information, experiences and assets with teams across the city, to the benefit of all.

Commercialisation and Growth

Veolia has a dedicated sales team in Camden, focused on growing the business waste and recycling service portfolio in the borough.

Communications

Year 2 of the contract has seen increasing communications and education activities going on across the borough, as Veolia's comms team developed and started to implement a clear plan of activities. Several projects were undertaken and/or supported by the communications, education and outreach team including to promote food waste recycling, the removal of problematic wheelee bins and ensure the responsible disposal of Christmas trees. Considerable work was undertaken to overhaul the core communications channels with the public, including the Camden website, Veolia's microsite and bin stickers across the borough. The fruits of much of this work will not be borne out until Year 3.

Employment

Local employment is very important to Veolia, with nearly half of all staff living in the borough. Where new job vacancies arise we seek to work with local employment agencies.



Employee of the Quarter
Winter 2018 - Steve Leer, with senior contract manager Russ Griffiths



Employee of the Quarter
Spring 2019
Artur Lucanowicz

Each quarter some front line staff are nominated for 'Employee of the Quarter' based on feedback from their managers, members of the public and council employees. Short-listed nominees and winners each receive bonus payments as a reward. Recent winners include and long-standing member of the Grime Team, Steven Leer and street sweepers Artur Lucanowicz and Pawel Nocon. The latter was nominated by Camden's Education and Enforcement Officer, Roberto Molinari.

"Pawel is a credit to himself and Veolia, he works diligently and takes such care in the work he does, sweeping efficiently and leaving nothing behind him. His work here is excellent and he is always happy and smiling. He never complains about the amount of work he does and always, in my opinion, goes beyond the realms of his duties"

Contract improvement plan 2019/2020

Projects and improvements proposed for contract year 2019/20 are listed below:

Increased Recycling

• Estates

As previously stated, our main area of potential growth for recycling in Camden is across housing estates, both council-owned and private blocks of flats. A review of facilities (bins) is underway and analysis of this data will form the foundation of our strategy – at the most basic level this means identifying those estates lacking in recycling facilities and providing these. Alongside this project, communal recycling bin labels will be refreshed with new, clearer graphics across the borough. Outreach work will be carried out in and near estates through the summer months to engage with residents, and tailored communications are being developed for them including posters, leaflets and fridge magnets. The results of a major Peabody/Resource London trial on improving recycling from estates will be published in the autumn and the results will help inform our strategy in Camden.

• Flats above shops

Five percent of Camden's households live in flats above shops, which face specific challenges in recycling. A project is being developed to tackle this issue based on a successful intervention carried out by Lambeth.

• Recycling street litter

Following a promising trial of coffee cup recycling, we will pilot a scheme in this contract year whereby street sweepers separate litter into recycling and non-recycling. This has been successfully implemented in other boroughs.

• Other recycling

Textiles, small electrical goods and batteries can be collected from kerbside properties as part of this contract, but so far this service has not been widely promoted. Increased promotion of the service should drive up the tonnage of these household recycling items. If we are successful in our bid for additional government funding we will launch an innovative pilot project to expand the collection of WEEE from residents across the borough including those on estates.

• Food waste

Lessons learned from the food waste campaign in the west of the borough will help inform a revised campaign, to be rolled out in a second area, yet to be identified.

• Recycling target

The annual recycling target needs to be remodelled to reflect changes since the targets were originally agreed and the contract commenced, particularly in relation to restricting volumes of residual waste.



Reducing Contamination

Successful recycling is not only an issue of quantity, but also of quality. The rate of contamination in Camden's recycling is far too high, with hundreds of tonnes being rejected last year as being contaminated. There is no single solution to tackling contamination, but increasing public awareness of the problem is key.

- **New bin stickers**

New bin stickers with clear instructions on what can and cannot go in the recycling bin have been developed with clear, modern graphics which are apparently better understood by non-native English speakers. These refreshed graphics are being applied to all communal bins across the borough in an effort to reduce contamination.

- **Kerbside contamination education process**

A formal process of feedback and education has been developed for kerbside properties that contaminate their recycling. At the time of writing this is still in the pilot phase but should be rolled out across the borough in Year 3. This escalating process includes informative and educational postcards and letters being sent to properties that contaminate, with the final step being in the hands of the council.

- **Microsite development**

Extensive work has been carried out on the Veolia microsite to provide feedback to residents if their bins have been contaminated, together with instructions as to what they need to do next.

Improving Customer Satisfaction

In addition to meeting operational targets for clean streets and bin collections, clear and accessible communications are a key component to improving customer satisfaction. In Year 3 of the contract we intend to make the following improvements:

- **Clean Camden App**

This popular tool still has some room for improvement, to resolve some technical issues and to improve feedback to users. We will trial some new developments in this regard, attempting to give details of why a task might not have been completed (for example if it was graffiti on private property) and even providing photos of jobs done.

- **Website**

Considerable work on the Veolia microsite undertaken in Year 2 will be launched to the public in Year 3. These will include improvements in accessibility, user-friendliness, integration with other services and feedback to residents regarding any issues with their bins or their service. The addition of user testing and google analytics should allow for continual iterative improvements to the site, and also help us judge the efficacy of campaigns, eg for food waste recycling.

- **Customer services**

Measurement of customer satisfaction and associated penalties for the full contract term targets are being reviewed to ensure it provides a fair and accurate reflection of the Customer Services team's performance.



Cleaner Streets

Some of the improvement plans for cleaner streets have already been mentioned here under other topic headings, for example Recycling or Customer Satisfaction. Additional projects to improve the cleanliness of our streets include:

- **Cigarette litter**

A campaign to raise awareness of the problem of cigarette butt litter, which often ends up in the marine environment, will be launched in the summer of Year 3. This project is a collaboration between the council and Veolia in Camden. Local community activists are key to the success of this project, which will utilise Keep Britain Tidy campaign graphics and the Hubbub-designed 'ballot' bins.

- **Time-banding signage**

Work will be undertaken to trial improved signage possibilities for time-banded roads. This dovetails with the Flats Above Shops project, and will be supported by the council enforcement team.

- **Fly-posting**

Anti-fly-posting stipple paint will be trialled to tackle the problem in hotspot areas. Target areas will be identified using intelligence provided by Power BI and local monitoring officers.

- **Targeting hot-spots**

Together with the client, identify problem areas and develop bespoke solutions to tackle street cleanliness issues.

- **Additional resources**

Two additional electric vehicles will be deployed primarily in the Tottenham Court Road and Kings Cross areas. These resources will supplement existing operations, providing a layer of additional flexibility in our approach to keeping the borough clean

Local Employment & Engagement

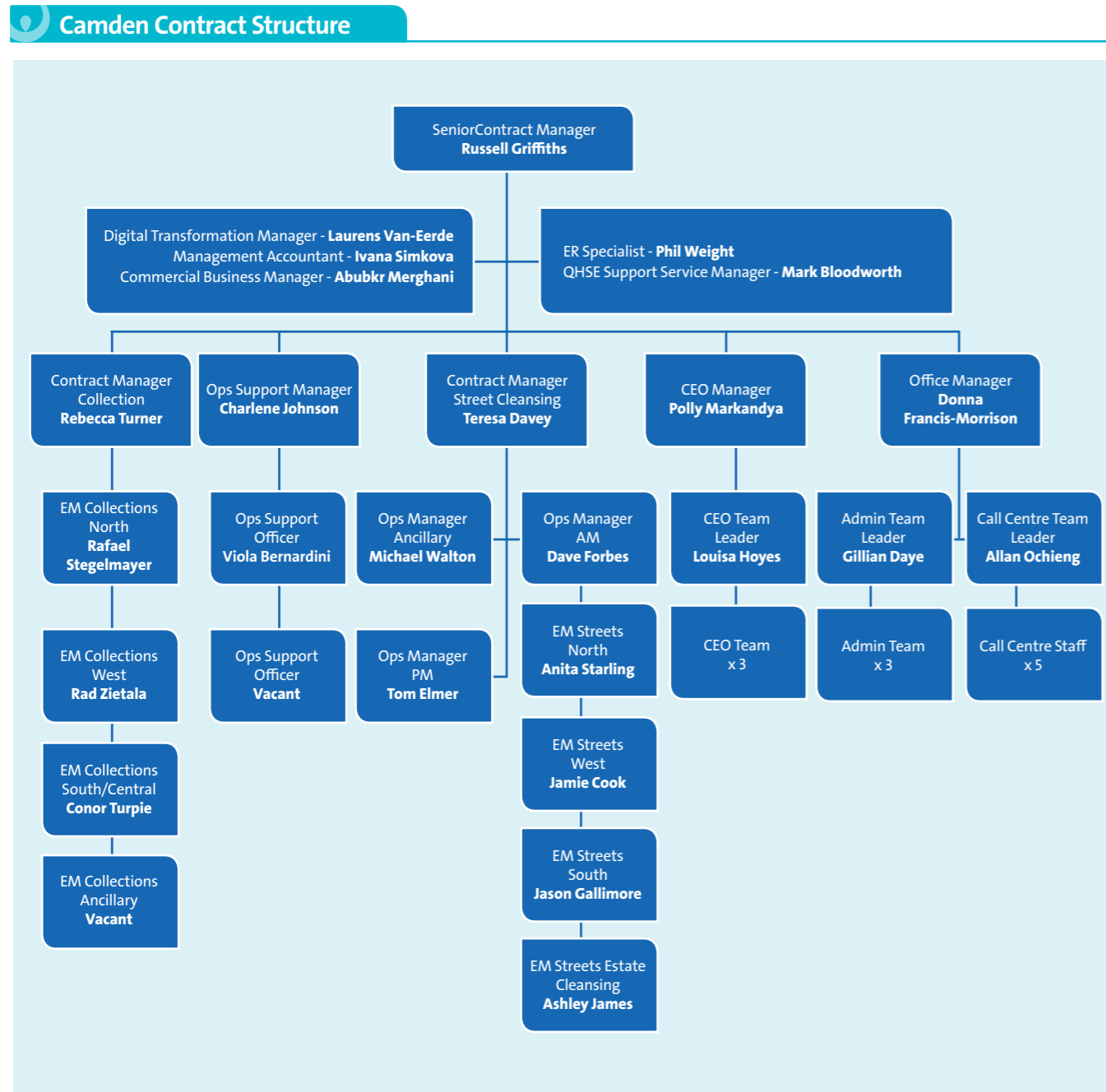
We will continue to work with local employment agencies to offer job opportunities for local unemployed people, and to offer work experience opportunities and apprenticeships through local schools in Camden. We are also working with agencies that specialise in finding employment for former services personnel, in part to try and fill some of our permanent vacancies for drivers.

The Recycling Fund for Communities offers Veolia the possibility to sponsor local environmental projects in the borough. We will continue to work closely with community groups to support initiatives important to them which reduce waste and increase environmental quality.

Assisted Collections

Following the launch of the new website, and an agreed new process for determining the eligibility of assisted collections, a rolling programme of revalidation will be launched, together with outreach to disability and elder-support groups, to ensure this service is reaching all (but only) those residents who need this support.

Appendix 1 - Veolia and Camden Environment Services Structure



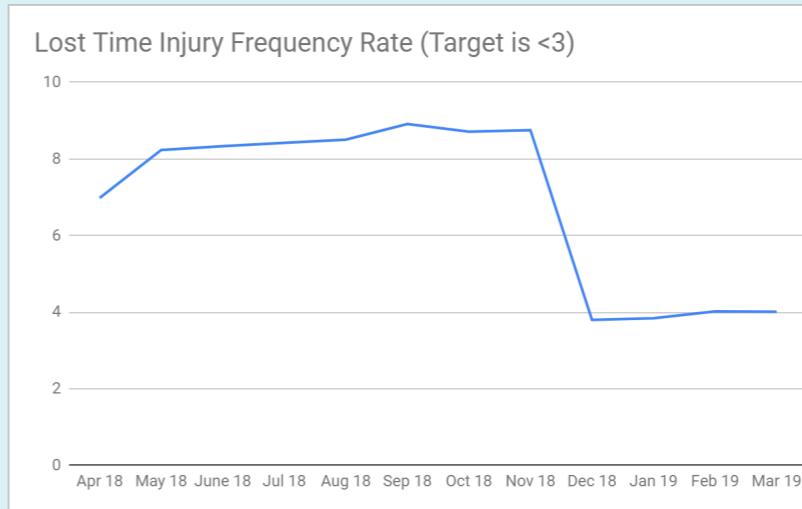
Appendix 2 - Veolia Fleet

Service	Vehicle Description	Quantity
Collections	CNG - 26t split body RCV	3
	CNG - 26t standard RCV	12
	Diesel - 26t split body RCV	14
	Diesel - 26t standard RCV	13
	Diesel - 22t standard RCV	3
	Diesel - 18t standard RCV	5
Ancillary	Diesel - 3.5t panel van	1
	Diesel - 7.5t box van	1
	Diesel - 7.5t cage tipper	1
	Hybrid - 7.5t cage tipper	2
	Electric - Nissan vans	6
	Diesel - Garchey tanker	1
Cleansing	Diesel - 18t standard RCV	1
	Hybrid - 7.5t cage tipper	9
	Hybrid - 5t cage with pressure washer	2
	Diesel - 12t mechanical sweeper	3
	Diesel - 7.5t mechanical sweeper	4
	Diesel - 4.5t mechanical sweeper	3
	Diesel - Karcher compact sweepers	3
	CNG - 3.5t vans	3
	Diesel - water tanker/flusher	1
	Electric - Goupil	3
	Electric - Bradshaw (buggy)	2
	Electric - pedestrian sweepers	5
	Diesel - 7.5t gritting vehicles	5
	Parks and Estates	Diesel - 3.5t cage
Diesel - 5t cage		4

Appendix 3 - Health and Safety Data

	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	YTD
Total Accidents	7	3	1	2	3	2	5	9	6	2	2	2	44
Total Incidents	0	2	2	2	3	0	2	0	1	1	1	1	15
Total Near Misses	2	0	3	0	0	2	8	6	1	1	1	2	26
Total Hazards/Safety Concerns	1	3	4	2	0	0	3	0	1	9	12	2	37
Total Lost Time Incidents (LTIs)	1	1	0	1	0	0	0	0	0	0	0	0	3
Total Modified Duties	1	0	0	0	0	0	0	1	0	0	0	0	2
Total RIDDORs	1	1	0	1	0	0	0	0	0	0	0	0	3

LTI Frequency Rate (LTIFR)	6.98	8.23	8.33	8.42	8.5	8.91	8.71	8.75	3.8	3.84	4.02	4.01	4.01
Frequency Rate Target	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3
LTI Severity Rate (LTISR)	0.24	0.26	0.29	0.28	0.27	0.27	0.27	0.27	0.23	0.15	0.12	0.07	0.07
Severity Rate Target	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target
Total Accident Frequency Rate	52.3	52.9	52.3	50.5	52.2	52.9	52.3	55	57.1	57.7	57.7	57.5	58.9



Notes on Health and Safety Data:

LTI = Accident or injury that sees an Injured Person unable to return to his or her work beyond the day of the accident.

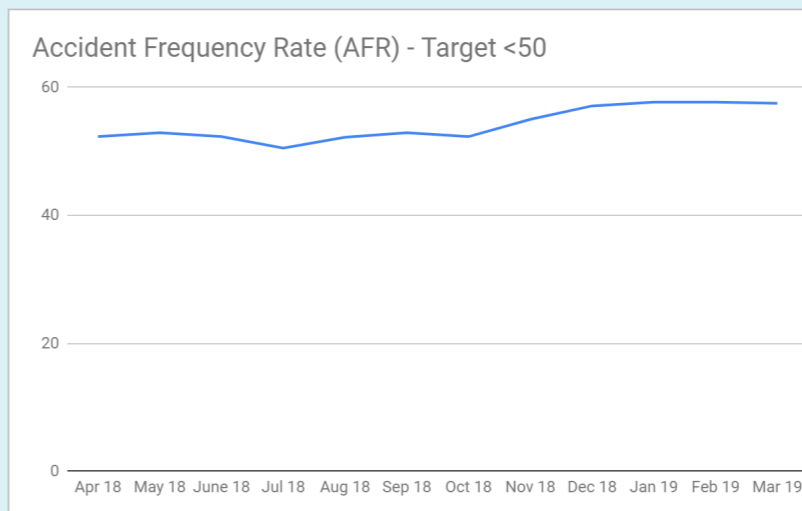
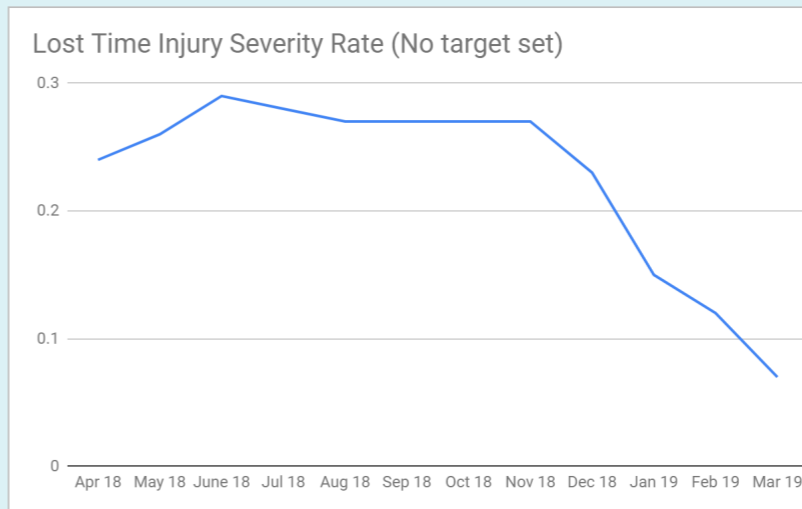
$$LTIFR = \frac{\text{Number of LTIs} \times 1,000,000}{\text{Hours Worked}}$$

$$LTISR = \frac{\text{Number of Days Lost} \times 1,000}{\text{Hours Worked}}$$

Total accident FR is calculated in the same way as LTIFR.

Note, the Total Accident Frequency Rate is calculated as per the previous 12 calendar months and not from the start of the contract.

The calculations are based on employees of the Company and not joint venture partners, members of the public, visitors to sites, contractors or sub-contractors, and are in accordance with Veolia counting rules.



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