



WORKING IN PARTNERSHIP

# VEOLIA AND CAMDEN COUNCIL

ENVIRONMENT SERVICES CONTRACT

ANNUAL REVIEW 2019-2020  
AND 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 2019/20, 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 2020-2021.



## Statement from the Senior Contract Manager

In 2019-20 we continued to address the challenges that Camden faces, provided a reliable street cleansing and waste collection service and delivered innovative campaigns and service improvement initiatives. In Year 3 of the contract we successfully delivered operational improvements, targeted communication campaigns and collaborative projects between Veolia, Camden Council and other organisations such as Keep Britain Tidy and Hubbub. Significant progress was also made in developing back-end functions which will improve the services we provide for residents. This way of working will continue into Year 4 as we review working practices to ensure staff and public safety.

The coronavirus pandemic has presented us with many new challenges, but we are committed to finding solutions to protect and maintain essential services. The work ethic and commitment from frontline staff during these uncertain times has been recognised and we have been overwhelmed by the appreciation shown by the client and members of the public. Safety will continue to be our top priority during the year ahead and shape our improvement plans for Year 4.



**Russell Griffiths**  
Senior Contract Manager

## Statement from the Client

The commitment of staff in delivering recycling, waste and cleaning services across the borough continues to be excellent, including in the face of the unprecedented challenges caused by the outbreak of COVID-19 over the past few months. The efforts of frontline staff in responding to these challenges have been backed up by the successful delivery of contingency plans that have helped to maintain core services and adapt to changing needs. Overall, 2019/20 has been another solid year of maintaining and building performance levels, and seeking and introducing innovations wherever possible.

Recycling and waste collection levels remain steady, and moving garden waste collections to match scheduled

waste and recycling collections worked successfully and was well received by service subscribers. Street cleansing activities continue to be wide-reaching, with good standards for litter but notable rises in graffiti and fly-posting to be tackled. We explored opportunities to trial better ways of working, such as street sweepers separately collecting littered recyclables in one pilot, and coffee cups in another. Veolia's efforts to trial early examples of reverse vending technologies is also credit to their initiative and willingness to work with a variety of partners. In a similar vein, the use of the Clean Camden app continues to increase, as do efforts to evolve and improve its user experience.

Camden Council, with Veolia's support, has again been able to participate in a number of behaviour change projects. We have been fortunate to work with external partners such as Resource London and Keep Britain Tidy to better understand barriers to good recycling, and how to counteract littering and fly-tipping behaviour.

All of these efforts and relationships stand the partnership in good stead as it moves to meet the challenges of the contract mid-term over the coming year, as we seek to further consolidate good performance, but also seek service efficiencies.

**Richard Bradbury**  
Head of Environment Services

## Contract Overview and Partnership Structure

This was the third 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 and Challenges In 2019/20



### Highlights

Veolia's services in Camden were robust and stable in the third year of the eight-year contract, despite an increase in fly-tipping and high levels of graffiti. A number of service improvements were implemented to enhance Camden's street scene and recycling services. This included the rescheduling of the garden waste service to mid-week collections. The service change reduced missed collections and a increased resident satisfaction by 15% according to an independent survey.

Substantial progress was made on bin matching and weighing for communal bin properties. This included grouping properties to better define housing estates within service data and mapping all bins located on estates. Despite setbacks with crew training in Q4, following the coronavirus outbreak, the technical and administrative setup was completed and will be instrumental in future projects to improve recycling rates on estates. Veolia also made improvements to the commercial waste customer platform by upgrading and integrating the collection scheduling software, ECHO, with Salesforce (a customer relationship management platform). The integration project will enhance the customer experience for Camden's commercial waste customers and improve the profitability of the commercial waste portfolio in the future.

Technology continues to play a pivotal role in the operation of the Veolia microsite and Clean Camden app. There has been a steady increase in both the number of

users and reports made via the app, which has given us valuable feedback and opportunities to improve the user experience. The feedback was collated and reviewed by Veolia's Digital Communications team and software engineers who then developed an upgrade plan to also improve user feedback on non-completed reports. The app upgrade is due to go live in Year 4. Improvements to the Veolia microsite (the website used to check collection dates and order waste containers) were also completed in Year 3. The revised website is now equipped with a user friendly interface which allows residents to easily check their services and order waste containers. These updates have resulted in a significant increase in container requests and have made it easier for residents to recycle. We will continue to make improvements to the microsite to ensure residents are accessing the correct container types for their property and waste services. This will form part of a wider digital improvement plan in Year 4.

Following the success of the coffee cup recycling pilot in Year 2, Veolia and the Camden Climate Change Alliance secured £50,000 to deliver a coffee cup recycling service in Camden. Street cleansing operatives now collect waste coffee cups from high footfall areas across the borough. In Q4, the team collected over 26,000 cups for recycling at a specialist facility, which would have otherwise gone to waste. The service and the promotion of the service to local businesses was postponed at the end of Q4 due to the coronavirus outbreak, but we will restart it when it is safe and suitable to do so. The success of the coffee cup recycling project also created an opportunity to capture even more recycling from Camden's streets. Other operatives took part in a trial to collect mixed recycling such as bottles and cans while completing their street sweeping duties.

This proved successful with over 1,000 bags of recycling collected over a four-month period. Veolia will continue to expand and adapt these collection methods in the following contract years.

The communications team also secured funding to deliver a cigarette litter awareness campaign across the borough and targeted interventions in Kilburn in Q3. The creative campaign saw emotive signage across the borough, drain stencils and ballot cigarette bins. Additional external funding was also secured for Year 4 to expand Camden's small electricals collection service. Currently the service is only available to kerbside properties but Veolia is looking to widen this service offering and collect small electrical appliances from estates and other blocks of flats, while also enhancing the existing special collection service (which includes batteries and textiles). Although the collection of small electricals is not expected to have a significant impact on Camden's recycling rate, as tonnage volumes are relatively low, it is important to capture this material because of the associated risks of incorrect disposal and the benefits of preserving natural resources by pushing the material up the waste hierarchy. The expansion of the service will be planned in Year 4 and delivered as a two-year trial. The service will be evaluated in Year 5 to establish the feasibility of continuing the service after the funding has stopped.

In addition to the externally funded campaigns the communications team attended 28 community engagement events, four tours of the Veolia recycling

facility in Southwark and delivered a presentation evening which provided Camden councillors with an overview of services, performance as well as the challenges and opportunities the contract faces. The team also relaunched the kerbside contamination procedure. The procedure utilises the contamination reports raised by collection operatives and triggers a letter escalation process. The procedure was relaunched in Q2 and saw up to 1,000 properties receive the first communications intervention per month. Typically only 150 properties reoffended and received a follow up letter, suggesting the first intervention had positively impacted resident behaviours. Shortly after the procedure was introduced contamination reports began to fall, but further work is needed to ensure the communications procedure is robust and that reporting data is reviewed periodically against reliable contamination data. Letters were not sent out at the end of Q4 due to staff working from home and consequently Veolia is developing an automated communication process which can be delivered remotely and will alleviate the team from administrative functions. Other successful projects included the second year of targeted Christmas tree recycling communications in Q3. The dedicated recycling points and service promotion resulted in a 21% reduction in trees being dumped around the borough.

In Year 3 Veolia not only developed and improved services in Camden but great strides were made to upskill employees and improve existing skill sets within the workforce. To tackle the shortage of HGV drivers in the UK, two operatives were enrolled onto a driver apprenticeship scheme which will provide Camden with highly sought after drivers needed to carry out collections. Several managers and support staff were also enrolled onto apprenticeships for L2 Customer Services, L3 Business Administration and L3 Leadership and Management.



### Challenges

Recycling on estates and other multi-occupancy properties is still a challenge for Camden, as it is for many other local authorities across London and other densely populated cities. Insights gained from Veolia's cross-borough working groups will be utilised to create a best practice recycling service and communication methods for flats. Early insights reveal that well maintained, accessible and secure infrastructure with clear signage is a key requirement to successful recycling on estates. With this in mind Veolia will work with Camden's housing teams to develop recycling points that provide the optimal service. The estates bin mapping and weighing work conducted in Year 3 will provide much needed data for developing projects to improve recycling on estates.

Contamination remains a challenge across Camden and the UK. A kerbside contamination procedure was relaunched

in Year 3 and this has embedded good reporting behaviours amongst crews and information has been sent to 'repeat offenders', but more needs to be done to tackle the issue. Veolia will continue to develop this procedure to ensure communications are effective and impactful. In addition to implementing a robust procedure the communications team will also deliver a plastic recycling campaign to raise awareness about what plastics can and cannot be recycled.

There was no significant increase in rough sleepers but human bodily waste, which is attributed to rough sleeping, remains an issue for the street cleansing service, as does the high level of graffiti across the borough. There have been spikes in incidents which have put pressure on the street cleansing service, notably the antisemitic graffiti that was spread across Hampstead and Belsize Park in December. The team received numerous reports over

a short period of time but were able to quickly clear the offensive writing. Their efforts were recognised locally and by regional press.

The non-restriction of residual waste for some properties will continue to have an impact on Camden's recycling rate which is why Veolia will focus on improving recycling services and resident communications in Year 4. Although the coronavirus only impacted the end of Year 3, the restrictions on people's movements and the postponement and cancellation of so many council led activities will inevitably impact the development of the contract in Year 4. We have delivered a robust collection and street cleansing service throughout the pandemic and will continue to review and adapt improvement plans to ensure employees and members of the public are safe and essential services are maintained.

## 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	2019/20 Target	2019/20 Outcome	Difference from Target	Previous Year Outcome	Difference from previous year
Household recycling	% of recyclable material collected against the total waste and recycling.	33%	25.9%	-7%	31.1%	-5.2%
Cleansing Standards	% of areas falling below Grade B standard	Litter: 6% Detritus: 5% Graffiti: 3% Flyposting: 1%	Litter: 5.28% Detritus: 5.26% Graffiti: 7.92% Flyposting: 3.43%	Litter: -0.72% Detritus: 0.26% Graffiti: 4.92% Flyposting: 2.43%	Litter: 3.80% Detritus: 6.34% Graffiti: 6.21% Flyposting: 2.08%	Litter: 1.48 Detritus: -1.08 Graffiti: 1.71 Flyposting: 1.35
Customer Satisfaction <sup>6</sup>	Maintain a high level of customer satisfaction year on year	Refuse collection: 72% Recycling services: 68% Street cleansing: 72% Customer services: 90%	Refuse collection: 87% Recycling services: 87% Street cleansing: 79% Customer services: 86%*	Refuse collection: 15% Recycling services: 19% Street cleansing: 5% Customer services: -4%	Refuse collection: 81% Recycling services: 87% Street cleansing: 78% Customer services: 74%	Refuse collection: 6% Recycling services: 0% Street cleansing: 1% Customer services: 12%**
Environmental	CO <sub>2</sub> emissions	2,942 tonnes	2,312 tonnes	-21%	2,648 tonnes	-336 tonnes
Business waste and recycling	Increase the No of business customers in the recycling portfolio	5%	37%	32%	up 29%	8%

\* The reduced recycling rate is due to miss-categorisation of waste in previous years (which has now been corrected), a reduction in recycling collected from households and due to the way tonnages are processed at NLWA's waste transfer stations. We expect to see an increase in the recycling rate for 2020/21.

\*\* The 2019/20 customer satisfaction survey was adapted from the previous year to better understand why dissatisfied answers were given. On review of the qualitative response to dissatisfied responses, it was found that a proportion of the answers related to operational issues or council policy (such as missed collections or container provisions). These dissatisfied answers were removed from the pool of responses to give a more accurate reflection of the quality of customer service provided.



## Key Outcome Targets

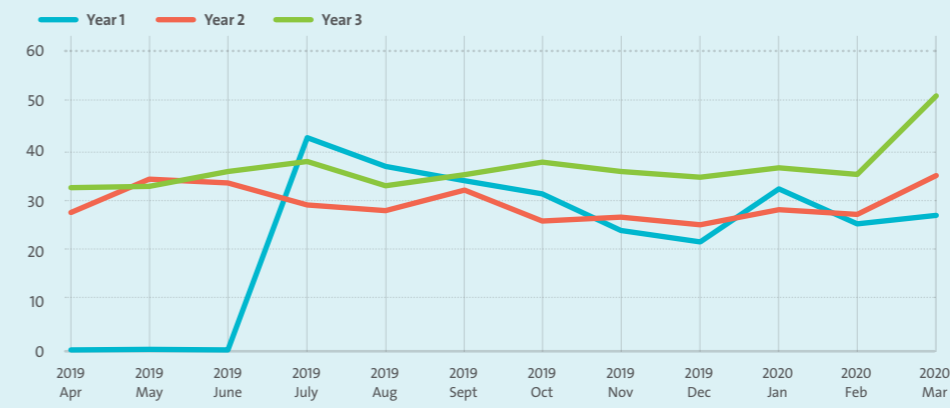
Key outcome targets (KOT) in the contract measure the performance of services provided by Veolia and are reviewed monthly in the Performance Report.

Contract Management records summarise incidents of KOT failures and the calculation of consequential financial penalties payable by Veolia.

### Collection Services

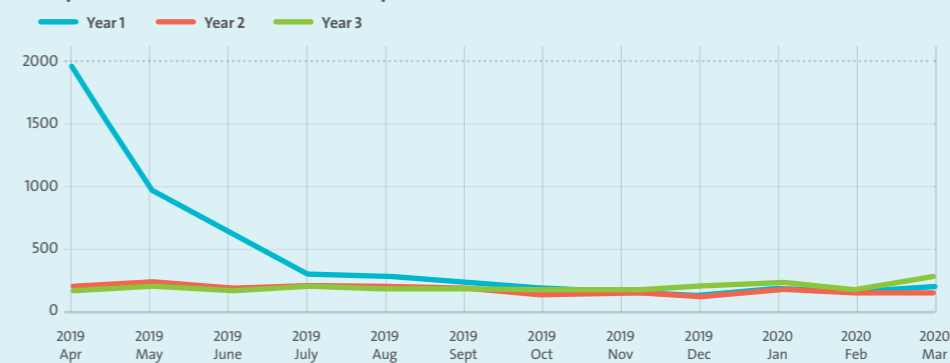
Missed collections across all waste and recycling services were maintained at a level considerably lower than the contract threshold of 60 per 100,000 throughout Year 3, as demonstrated in the graph below.

Graph 1. Missed collections per 100,000 collections across all services, by month: Year 1, Year 2 and Year 3



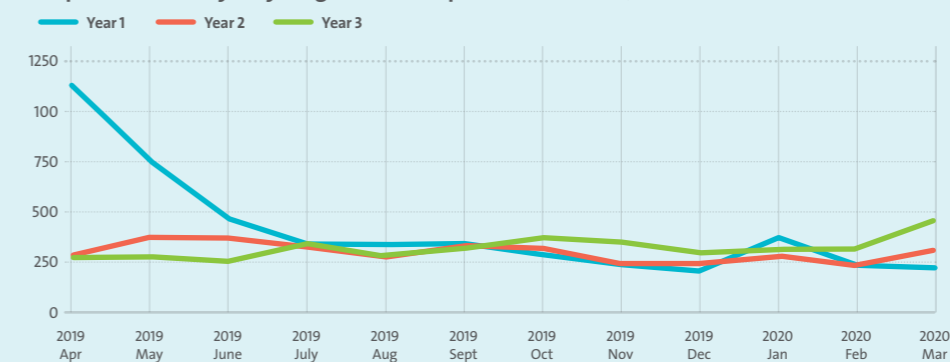
Graph 1 shows the number of missed domestic collections per 100,000 collections for all services. Missed collections per 100,000 remained within acceptable parameters throughout Year 3. The small increase in missed collections in March were caused by the increase in domestic waste production during the coronavirus lockdown. The average number of missed collections per 100,000 in Year 3 was 37.1, which is comparable to previous years.

Graph 2. Missed waste collections per month: Year 1, Year 2 and Year 3



Graph 2 shows the total number of missed domestic general waste collections for both kerbside and communal properties. Missed collections remained with acceptable parameters throughout Year 3 with a monthly average of 213 missed collections per month. This is comparable to the monthly average of Year 2 which was 190 per month and lower than Year 1 which was 467.

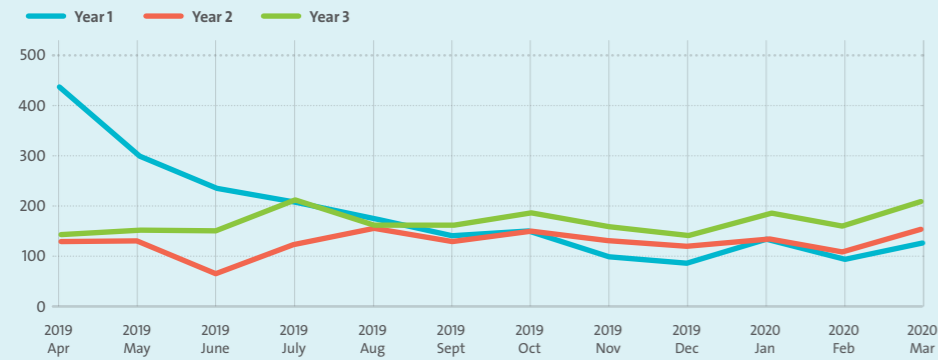
Graph 3. Missed dry recycling collections per month: Year 1, Year 2 and Year 3



Graph 3 shows the total number of missed domestic dry recycling collections for both kerbside and communal properties. Missed recycling collections remained with acceptable parameters throughout Year 3, with a monthly average of 321 missed collections per month. This is comparable to the monthly average of Year 2 which was 298 per month and lower than the average for Year 1 which was 414.

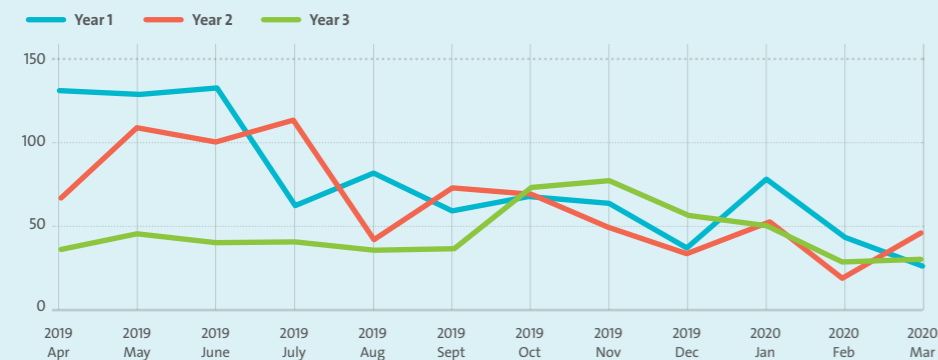
## Collection Services

**Graph 4. Missed food waste collections per month: Year 1, Year 2 and Year 3**



Graph 4 shows the total number of missed domestic food waste collections for both kerbside and communal properties. Missed food waste collections remained with acceptable parameters throughout Year 3, with a monthly average of 169 missed collections per month. This is comparable to the monthly average of Year 2 (128 per month) and Year 1 (181 per month).

**Graph 5. Missed garden waste collections per month: Year 1, Year 2 and Year 3**

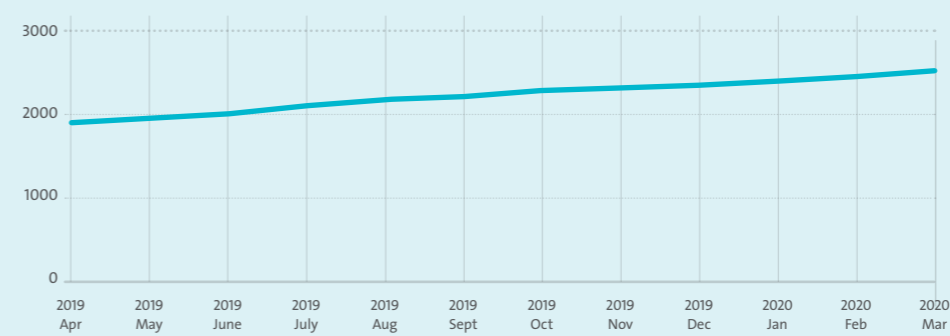


Graph 5 shows the total number of missed domestic garden waste collections. In Year 1 the monthly average for missed collections was 76, this reduced to 65 in Year 2 and further reduced to 46 in Year 3. The 29% reduction in missed collections (Year 2 compared to Year 3) was due to the rescheduling of the service.



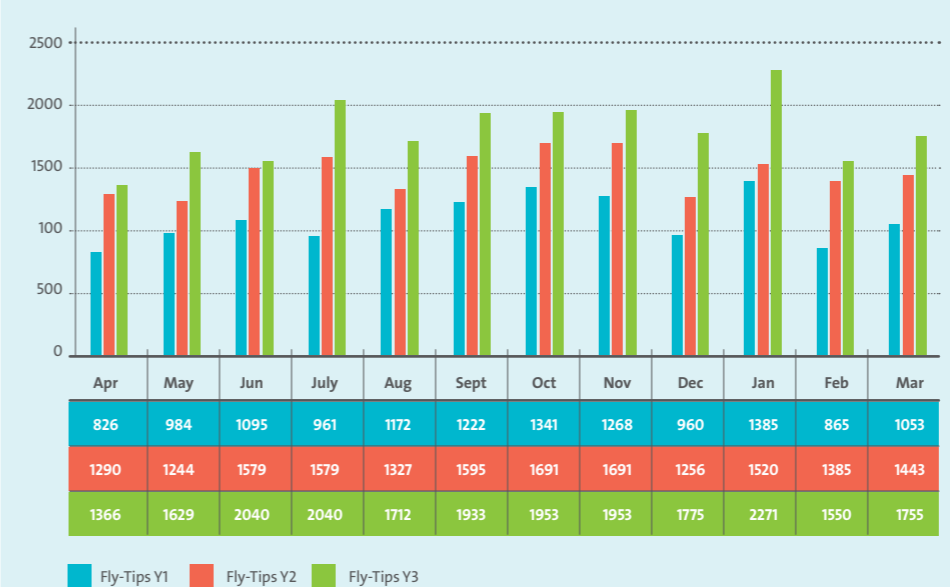
## Cleansing

**Graph 1: Clean Camden app users (cumulative)**



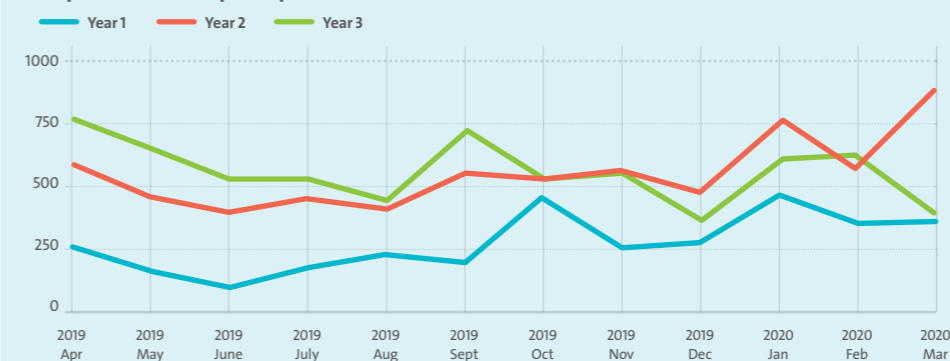
The Clean Camden app continues to be well used among Camden residents. 706 new users signed up in Year 3. This is representative of a 39% increase in users.

**Graph 2. Reported fly-tips per month: Year 1, Year 2 and Year 3**



Fly-tipping reports continued to increase in Year 3. This is partly due to the increase in app users (see Graph 1 in Section 5.2) and 'super users' raising multiple reports over short periods of time. Reports are also received through Camden's website and raised internally through ECHO. This proactive reporting approach has resulted in fly-tips being cleared quicker. Despite the increase in reports and incidents, we have maintained a good level of service by ensuring reports are dealt within the required timeframe. In Year 3, 99% of fly-tips were cleared within the agreed timeframe. An independent survey carried out by Keep Britain Tidy found that Camden achieved a good standard for fly-tipping with particular improvements across highways compared to previous years.

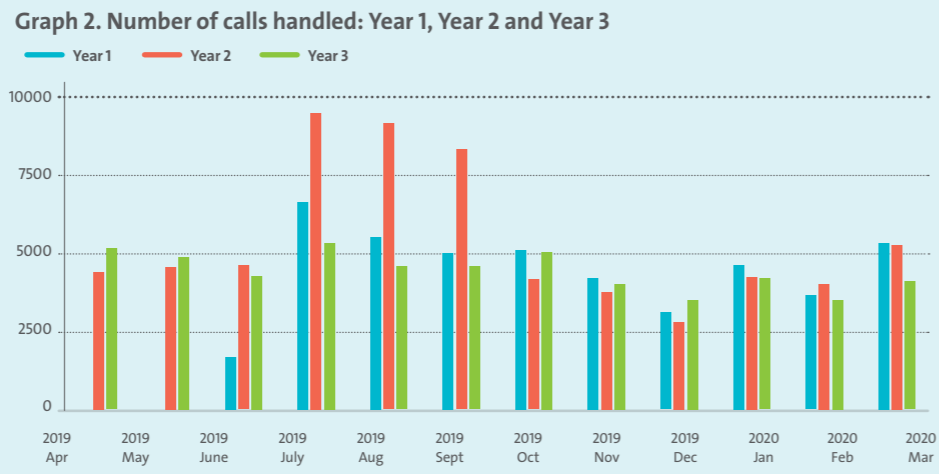
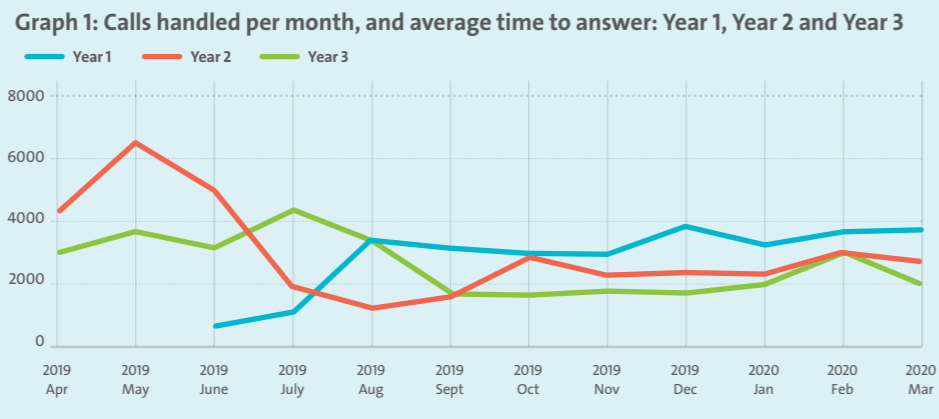
**Graph 3. Graffiti reports per month: Year 1, Year 2 and Year 3**



There was a significant increase in graffiti reports in Year 2, report levels in Year 3 remain at a similar level. Veolia have continued to maintain a good level of service with 96% of reports being resolved within the required timeframe. 'Tagging' accounted for 90% of the graffiti, as identified by Keep Britain Tidy.

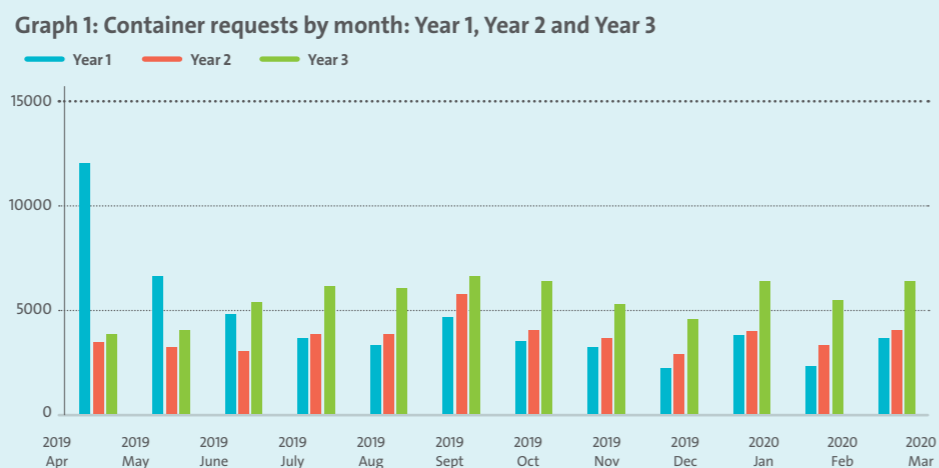
## Customer Services

The call centre continues to be the primary channel through which residents can contact Veolia. The call centre experienced technical problems from Jul-Sep in Year 2 which makes the call volume comparison above inaccurate. However, the monthly average between Year 2 and 3 shows a -4% reduction in call volumes (when comparing Apr-Jun and Oct-Mar). This reflects the channel shift towards digital platforms such as the Veolia microsite, Clean Camden app and garden waste subscription page. The average time to answer calls in Year 3 was comparable to previous years, with the average call being answered within 3 seconds. An independent customer satisfaction survey found that 86% of callers were satisfied with the quality of service provided by the call centre operatives.



## Container Management

In year three a robust container management system was implemented following previous issues with supplier lead times. Container demands have been balanced against a revised minimum stock level which has resulted in an increase in performance against delivery targets. Improvements made to Veolia microsite have enabled residents to easily request containers, which is reflected in the increase in container requests.



## Health and Safety



Health and Safety continues to be the top priority across the contract. Following internal audits and a detailed gap analysis, the Veolia Minimum Requirements (VMR) were introduced in Q3 and all frontline staff were re-inducted. The VMR is a series of documents for each operational activity that is informed by the relevant legislation, industry guidance and contract knowledge. It contains all necessary requirements to manage activity-specific risks.

The VMR is also supported by AVA - technologically advanced Environment, Health, and Safety (EHS) software - which was introduced in Q4. The cloud-based software has enabled employees to easily, promptly and efficiently record accidents, near misses and safety concerns. AVA also links to Veolia's fleet information, HR database and Power BI, Veolia's reporting tool, and provides business intelligence and trend analysis which will be used to drive future improvements and support a proactive safety culture.

Veolia continues to appoint a Regional QHS Adviser, supported by a municipal QSHE team, to investigate all significant accidents and incidents. Detailed data regarding Veolia's Health and Safety performance is contained in Appendix 3 at the end of this document.

## Fleet



Air quality remains 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 electric, and many of the waste collection vehicles run on natural gas. In Q3 Veolia purchased two fully electric Goupil vehicles to support the street cleansing service in Year 4. The purchase was made following the review of a case study from the City of London where the vehicles were trialled and found to be beneficial to the street cleansing service.

The larger diesel vehicles in the fleet are 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.

In Year 3 Veolia created a Transport Manager role and appointed Richard Fletcher to oversee and commission a feasibility report to look into the requirements of transitioning to a fully electric fleet. The report findings will be reviewed with Camden in Year 4 in order to support Camden's targets of reducing and mitigating the impact of transport-based emissions. Details of the Veolia fleet is contained in Appendix 2 at the end of this document.

## Winter Service

The winter service was successfully delivered; all service standards were met and priority routes and footpaths were maintained as per the Winter Maintenance Plan. Winter services were called out 26 times and 216 tonnes of salted grit was spread across the borough. These figures are slightly higher but comparable to the previous year with 22 callouts and 202.5 tonnes of grit.

## Staffing

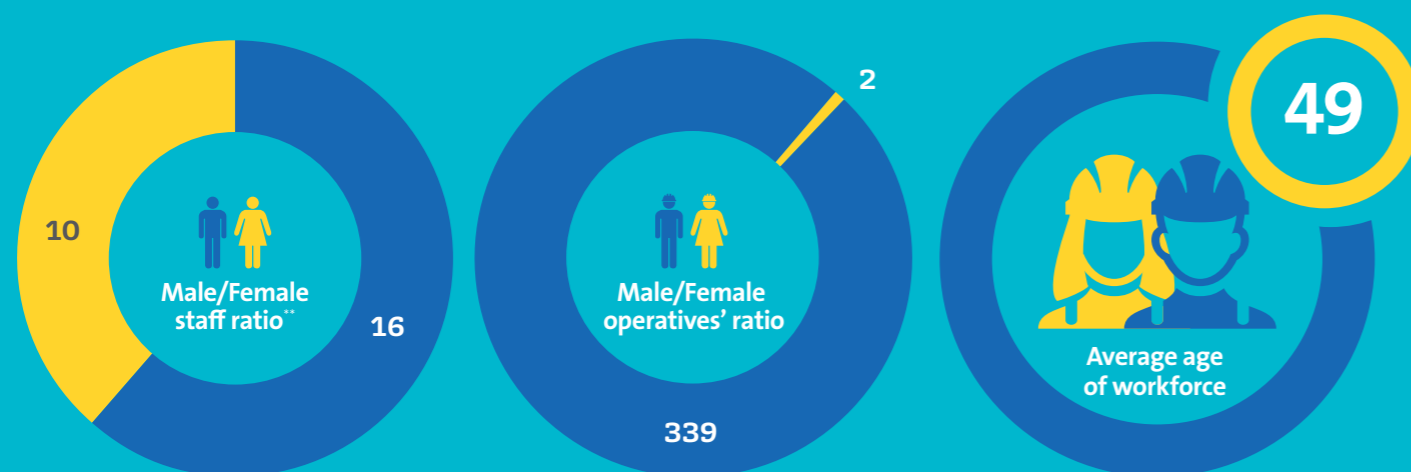
The management team of Veolia in Camden experienced staffing changes during Year 3 of the contract, with the arrival of a new Collections Contract Manager, Nicholas Hearn, and Education, Communication and Outreach Area Manager, Suzan Charlton. The contract has also benefited from newly created roles and the appointment of a PR and Digital Officer, Patricia Mihail, Regional Manager, Briony Bendle and Transport Manager, Richard Fletcher. In Q4 Veolia also appointed Christina Wells as Commercial Development Manager for central London. Data on wider staffing statistics is presented below:

### Employee Performance:

HR Statistic	Quantity
Staff turnover	39 Leavers - 27 Starters*
Average service length	11.4 Years
Number of unauthorised absences	328 (calendar days)
Total number of attendances on training courses	282

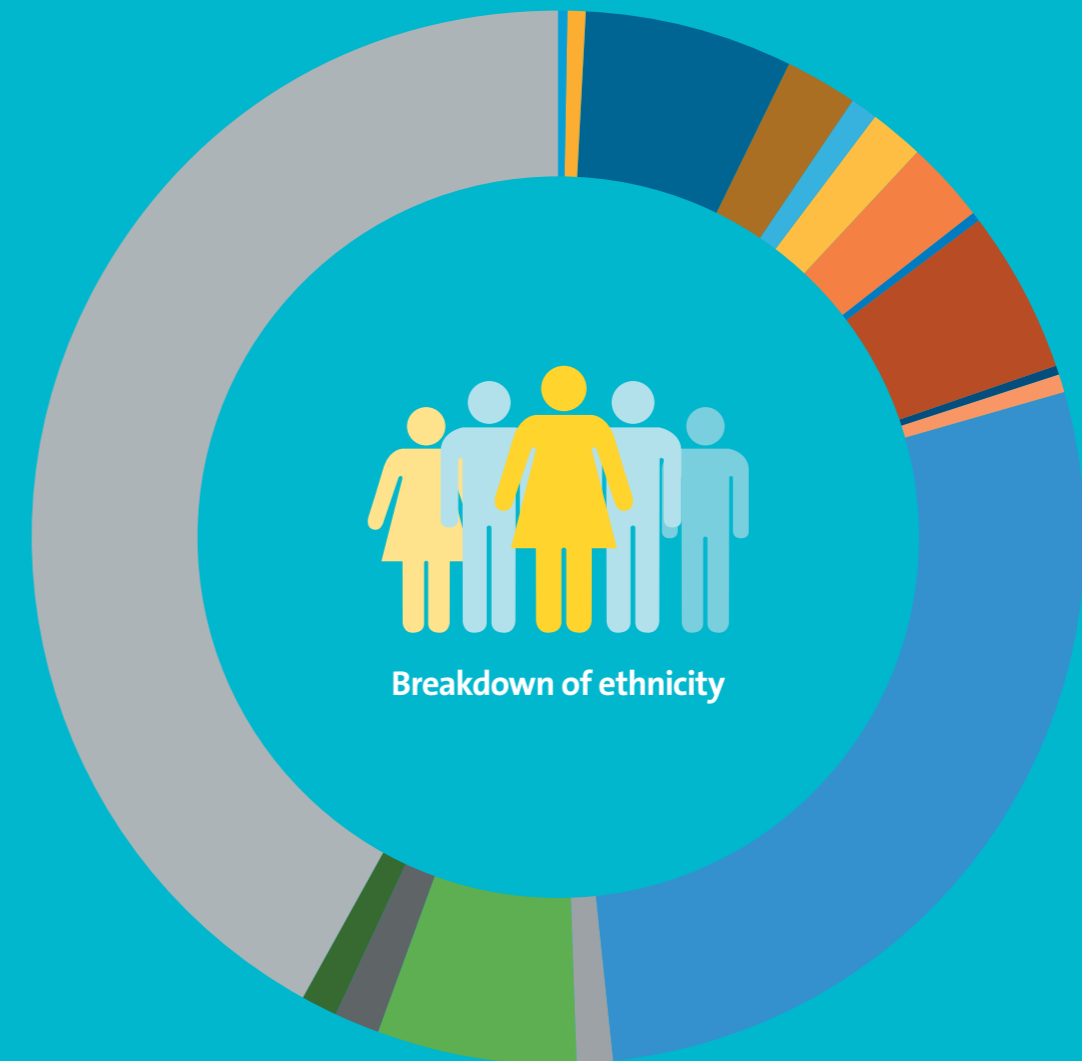
\*The net loss of staff in Year 3 is attributed to preparation of the Estates Services handover which took place at the beginning of Year 4. This careful planning of resources has significantly reduced the number of staff redundancies for Veolia and Camden.

### Equal Opportunities:



Number of females in senior positions: 3  
 Number of disabled staff: 1

\*\*Staff here refers to both management and administrative staff



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

Two street cleansing operatives were enrolled onto an HGV apprenticeship - the training is due to be completed in 2021. Veolia also enrolled six other members of staff onto apprenticeship schemes which include the Leadership and Management and Waste Resource Operative courses.

## Finances, deductions and corrections

### Annual Contract Deductions

Annual contract target	2018/19 Target	2019/20 Target	2019/20 Outcome	Contract deduction
Household recycling target	33%	No target as waste restrictions have not been implemented	<b>25.9%*</b> *The reduced recycling rate is due to increased contamination stringency at the Materials Recovery Facility and process changes relating to the removal of contamination from dry recycling.	£0
Cleansing standards target	Litter: <b>6%</b> Detritus: <b>5%</b> Graffiti: <b>3%</b> Flyposting: <b>1%</b>	Litter: <b>6%</b> Detritus: <b>5%</b> Graffiti: <b>3%</b> Flyposting: <b>1%</b>	Litter: <b>5.28%</b> Detritus: <b>5.26%</b> Graffiti: <b>7.92%</b> Flyposting: <b>3.43%</b>	Litter: <b>£0</b> Detritus: <b>£0</b> Graffiti: <b>£20,000</b> Flyposting: <b>£5,000</b>
Customer satisfaction target	Refuse collection: <b>72%</b> Recycling services: <b>68%</b> Street cleansing: <b>72%</b> Customer services: <b>90%</b>	Refuse collection: <b>72%</b> Recycling services: <b>68%</b> Street cleansing: <b>72%</b> Customer services: <b>90%</b>	Refuse collection: <b>87%</b> Recycling services: <b>87%</b> Street Cleansing: <b>79%</b> Customer services: <b>86%*</b>	Refuse collection: <b>£0</b> Recycling services: <b>£0</b> Street cleansing: <b>£0</b> Customer services: <b>£20,000</b>

The deductions stated above are subject to review with Camden Council.

At the time of writing the annual contract deductions for Year 3 were £45,000. This is significantly lower than previous years: Year 1 deductions were £224,848 and Year 2 £135,541. This significant reduction in deductions is a direct result of improved cleansing standards, customer satisfaction among residents and an overall improved performance of the contract.



### Monthly Contract Deductions

The level of monthly contract deductions for Year 3

Month	Penalty £
April 2019	£1,459
May 2019	£2,339
June 2019	£1,709
July 2019	£1,983
August 2019	£2,051
September 2019	£1,720
October 2019	£2,439
November 2019	£2,558
December 2019	£2,495
January 2020	£2,142
February 2020	£2,438
March 2020	£2,837
<b>Total</b>	<b>£26,170</b>

At £26,170 the total monthly contract deductions for Year 3 were also lower than previous years. Deductions for Year 1 were £236,033 and £103,276 for Year 2.

### Annual Incentive Payment

There is no incentive scheme payment for 2019/20.





## Additional performance areas

### Management Approach, MIS and Technology

The Veolia contract utilises the latest technology, including GPS vehicle tracking and ECHO which holds address data, services, tasks and correspondences in real time in a single database. Non-specialist users, including council staff and members, are able to access this useful information through bespoke PowerBI dashboards which clearly visualise the data.

To enhance Camden's data and to gain a better insight into recycling performance Veolia made great progress mapping out the number and locations of communal bins. Staff training began in Q4 to start matching bins to the onboard weighing devices. The training was suspended due to the coronavirus situation but will be restarted in Year 4.

In addition, great effort was made to integrate ECHO and Salesforce, which will improve the customer experience for business customers and positively impact the financial performance of the business waste portfolio.

The Clean Camden app and Veolia microsite remains popular among residents. Software update requirements and the need for better feedback on the app will be addressed in Year 4, as will a full review of the web based services Veolia manages. This includes the existing website (for checking collection schedules and ordering containers) and garden waste subscription services as well as a review of the bulky waste collection service.

### Cross-Service Working

Camden 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 collaboration across collections and street service delivery, education communications and outreach, and enforcement.

There have been some positive changes to the cross-service working relationships since Year 2, for example the appointment of Veolia staff within the management team and a new PR and Digital Officer who has oversight of other municipal contracts within London. This cross-contract working has enhanced Camden's PR coverage and information sharing across London boroughs. Opportunities to improve Camden's resources and service efficiency have also been created by moving the vehicle workshop from Camley Street to the City of London. The state of the art workshop will improve vehicle availability and service efficiencies. Camden has also benefited from cross-Veolia contract case studies such as the addition of electric Goupils to the City of London fleet. The small, agile and fully electric vehicles trialled in the City were found to be a great asset to the street team, allowing them to be more responsive and access narrow areas while tackling air pollution. Veolia will introduce these vehicles to the Camden fleet in Year 4.

### Commercialisation and Growth

Veolia has a dedicated sales team in Camden, focused on growing the business waste and recycling service portfolio. In Year 3, the sales team secured 429 new customers of which 345 have recycling services. This growth from new and existing customers generated a £821.5K increase in sales (the Year 3 target for sales growth was £636K).

Veolia also appointed Christina Wells as Commercial Development Manager to help grow the business portfolio and support business improvement districts in central London.

### Communications

Year 3 of the contract has seen a steady increase in the Education, Communications and Outreach (ECO) activities delivered across the borough, as Veolia's ECO team developed and implemented a clear plan of activities. In addition to the education sessions delivered to schools and recycling facility tours delivered to community groups, several projects were undertaken by the team including the relaunch of the kerbside contamination procedure, the expansion of the recycling on-the-go scheme as well as securing funding for a coffee cup recycling service and a cigarette litter awareness campaign. The team also supported Camden on the revalidation of assisted collections, Christmas tree recycling and a food waste reduction campaign. As well as this Veolia's ECO team supported and funded several recycling projects through Veolia's Recycling Fund for Communities.

At the end of Q4 a successful service change was delivered to remove orange bags from over 20,000 properties and increase the recycling provisions to flats above shops (c.5,000 properties). The communications were delivered in a timely manner and resulted in minimal enquiries and no negative press. Now all flats above shops receive a delivery of recycling bags along with a recycling leaflet every six months.

### 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.

Each quarter 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 Andrew Rhodes (sweeper) and Mark Gibson, (HGV driver) as well as six other operatives and foremen who were shortlisted.

## Contract improvement plan 2020/2021

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

### Increased Recycling

#### Estates

There is great potential to increase Camden's recycling rate by improving the recycling services across Camden's housing estates. Bin mapping data and tonnage analysis will establish low performing blocks allowing Veolia to deliver target communications and interventions. Research published by Resource London found that recycling bins that are well maintained and securely located in a clean area with clear signage are needed to improve recycling from flats. Other interventions were also trialled, with varying results, therefore Veolia will work with Camden's Housing team to work on improving recycling infrastructure and site signage.

#### Recycling street litter

Recyclables and coffee cups are now collected along high footfall areas - apart from a 3-4 month period during the height of the coronavirus lockdown. Opportunities to expand the 'recycling-on-the-go' litter picking service will be reviewed as lockdown measures are eased. The Veolia ECO team will continue to work with the Camden Climate Change Alliance and Veolia Commercial Services to promote the coffee cup recycling scheme to local businesses in an effort to create a network of coffee recycling locations.

#### Other recycling

The Veolia ECO team successfully secured funding to expand the small electricals collection service. The funding will be utilised to improve the existing kerbside textiles, batteries and small electrical service as well as procuring a hybrid vehicle and driver to collect materials from communal properties and to promote the use of the service across the borough.

#### Food waste

Veolia will continue to support Camden with the food waste campaign to improve the capture of food waste from kerbside properties and promote food sharing through digital channels such as Olio and To Good To Go.

#### Garden waste

Veolia had planned to promote the garden waste collection service using targeting digital advertising in Q4 of Year 3 and Q1 of Year 4 but the uncertainty of the service during the coronavirus pandemic resulted in the campaign being postponed. The current online subscription model is only able to accept fixed payments - late subscribers can only pay a prorated fee if they call the call centre. This model makes promoting the online subscription service challenging any time after May. Therefore the subscription model and online payment page will be reviewed and a revised structure will be put forward in order to deliver a cost effective service promotion during spring and autumn.



## Reducing Contamination

Improving awareness about what materials can and cannot be recycled continues to be a priority for Camden and Veolia.

### • Kerbside contamination procedure improvements

In Year 3 a kerbside contamination procedure was implemented, whereby residents would be sent a letter notifying them they had contaminated their bin. The letters are issued following reports raised by the collection crews but rely on the ECO team running manual reports and printing letters from local depots and sending them out via Royal Mail. This process has not been possible to follow during the coronavirus lockdown with a large number of staff working from home. Veolia have identified a way of automating this process and are looking to set up a contract with an external printer to centralise admin functions and printing. This will not only reduce cost but will ensure the contamination procedure is robust and consistent, and therefore be more impactful on resident behaviour and contamination.

### • Recycling plastics

The Veolia Camden ECO team successfully secured funding (as part of joint application with three other Veolia contracts in London) to deliver a plastic recycling awareness campaign. The Know You Plastic digital and outdoor campaign will see videos on social media and news channels and bus advertising over a 2-3 week period. The artwork will clearly show the common types of recyclable plastics which are thrown in the rubbish (such as cleaning bottles) and the most common plastic contaminators (such as polystyrene and food wrappers).

## Improving Customer Satisfaction

In addition to meeting the operational targets for clean streets and bin collections, clear and accessible communications are a key component to improving customer satisfaction. The following improvements will be made in Year 4 in order to improve customer satisfaction.

### • Annual service leaflets

Camden's collection services and schedules vary greatly depending on property type and location. In previous years, the cost of creating and distributing numerous bespoke leaflets was costly and resulted in a reduced distribution in Year 3. The leaflet types and information will be reviewed and rationalised in Year 4 in order to ensure all properties receive service information.

### • Clean Camden app

Veolia have identified a way of providing users with feedback on their reports, however, the development for this can not take place in the current version of the app. Clean Camden will need to transition to Love Clean Streets (the parent app) in order to support these changes and continue to be hosted on the App and Play Store. To minimise disruption to the user experience Veolia will oversee the technical migration and communications.

### • Website

As mentioned previously the garden waste subscription page, which sits on the Veolia microsite, will be reviewed along with the container request page and the integration of online bulky waste collection payments.



## Cleaner Streets

In addition to upgrading the Clean Camden app improving the 'recycling-on-the-go' litter picking service, Veolia will deliver the following to improve the cleanliness of Camden:

### • Litter

Following the success of the Bin the Butt campaign in Year 3, Veolia will work with Camden's community groups to find suitable locations for the cigarette ballot bins. Solar compacting litter bins will also be re-trialled in a location that experiences fluctuation in use. The trial will only be implemented if and when public footfall resumes to a normal level.

### • Fly-tipping action plan

Fly-tipping continues to be an issue in Camden and across the UK. Veolia have implemented successful small scale pilots in other local authority contracts. The Camden Veolia ECO team will utilise these case studies to deliver a targeted fly-tipping action plan for Years 4 and 5.



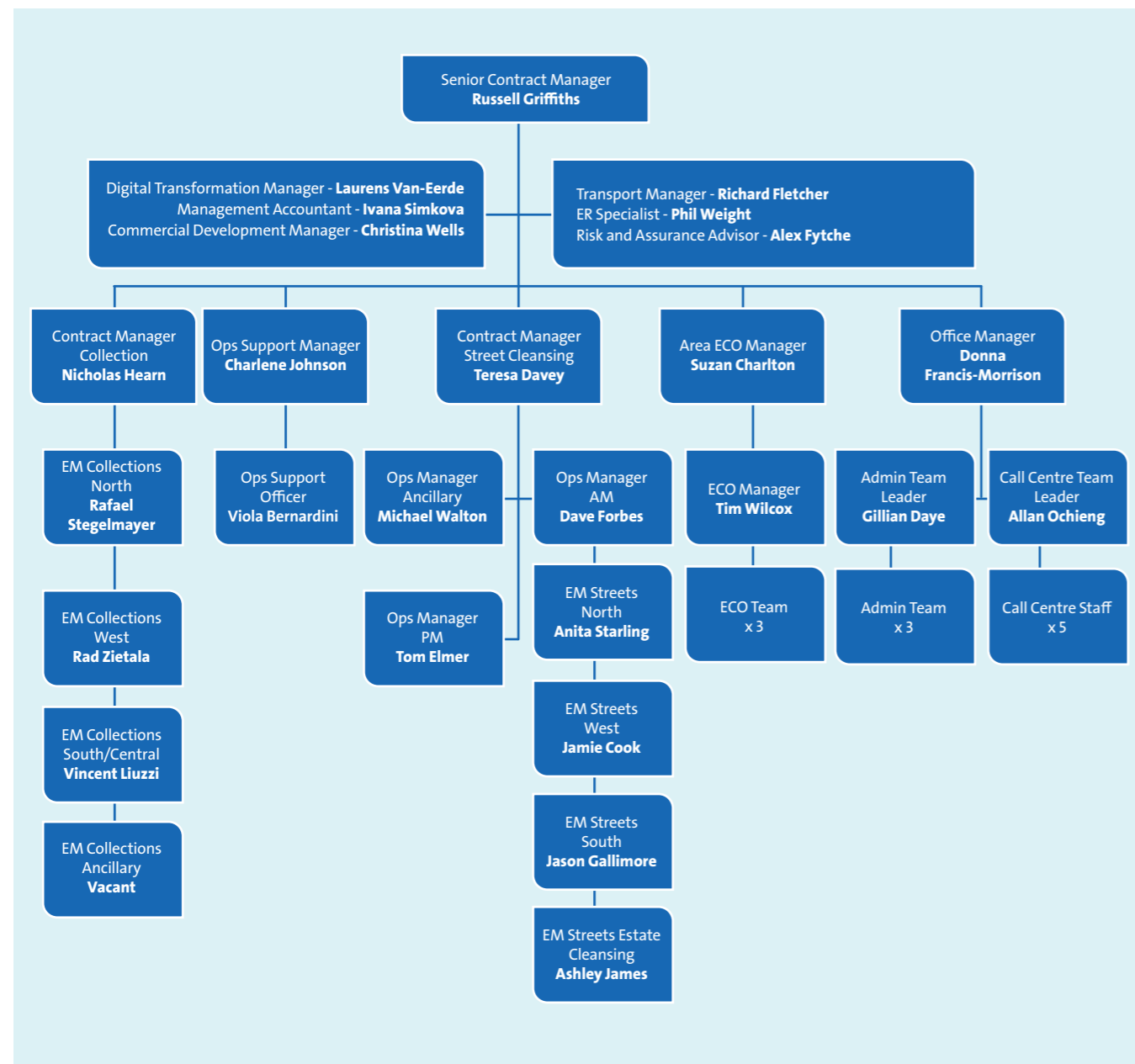
## Local Employment and Engagement

Veolia continues to work with local employment agencies to offer job opportunities to local unemployed people, and to consider work experience opportunities and apprenticeships through local schools in Camden. Veolia 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.

Veolia's Recycling Fund for Communities will continue support and funding for local environmental projects in the borough which reduce waste and increase environmental quality.

## Appendix 1 - Veolia and Camden Environment Services Structure

### Camden Contract Structure

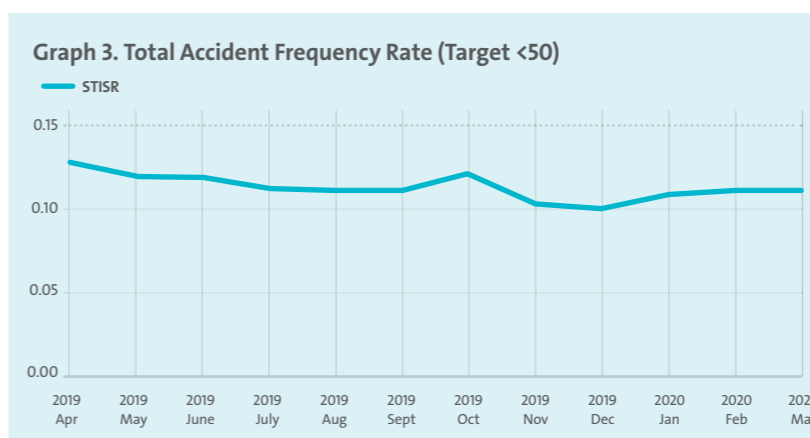
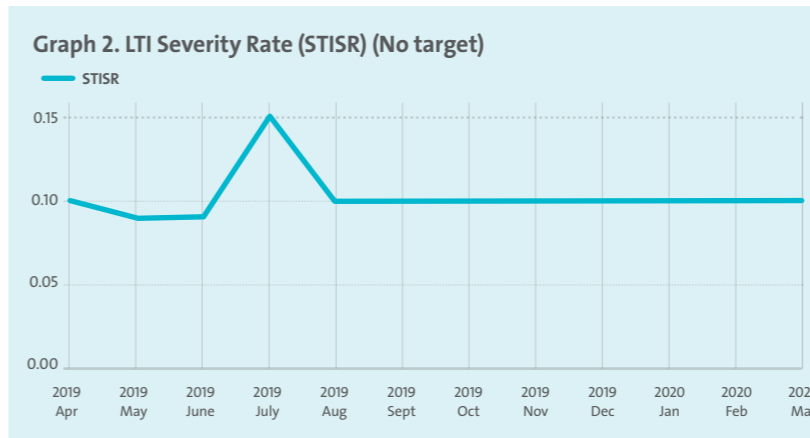
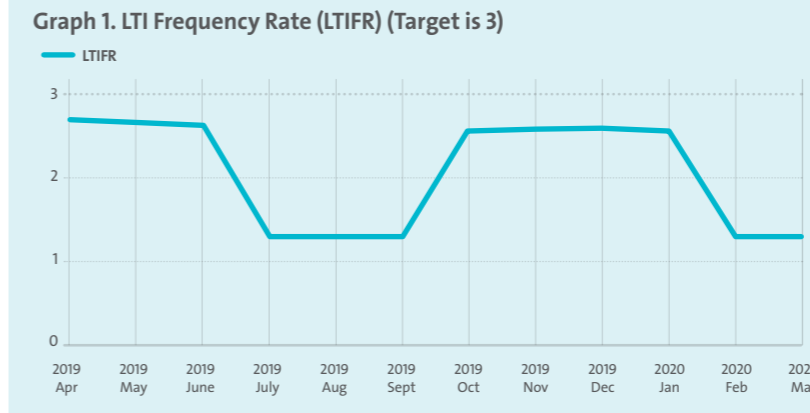


## Appendix 2 - Veolia Fleet

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	0	1	1	1	2	2	8	4	4	5	8	5	41
Total Incidents	0	0	0	0	0	0	0	0	4	5	7	3	19
Total Near Misses	0	0	0	1	4	1	1	0	3	1	3	3	17
Total Hazards/Safety Concerns	4	3	3	3	8	5	3	0	0	0	0	0	29
Total Lost Time Incidents (LTIs)	0	1	0	0	0	1	0	0	0	0	0	1	3
Total Modified Duties	0	0	0	0	0	0	0	1	0	0	0	0	1
Total RIDDORs	0	1	0	0	0	1	0	0	0	0	1	1	4
<b>LTI Frequency Rate (LTIFR)</b>	2.67	2.64	2.62	1.31	1.29	1.29	2.56	2.57	2.58	2.53	1.29	1.29	<b>2.05</b>
<b>Frequency Rate Target</b>	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<b>&lt;3</b>
<b>LTI Severity Rate (LTISR)</b>	0.1	0.09	0.09	0.15	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	<b>0.10</b>
<b>Severity Rate Target</b>	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target	No target	<b>No target</b>
<b>Total Accident Frequency Rate</b>	50.7	47.5	47.1	44.36	43.89	43.86	47.46	41.21	40.04	43.05	43.89	43.86	<b>44.74</b>



**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.



Resourcing the world

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