



WORKING IN PARTNERSHIP

VEOLIA AND CAMDEN COUNCIL

ENVIRONMENT SERVICES CONTRACT

ANNUAL REVIEW 2021-2022
AND CONTRACT IMPROVEMENT PLAN 2022 - 2023



This annual service report provides information about the performance and service delivery of the contractual agreement between Camden and Veolia in 2021/22, as outlined in the Contract Management Schedule. It consists of this document and appendices which provide additional detail on structures, fleet and health and safety. This document also includes the Contract Improvement Plan for 2022-23.



Statement from the Senior Contract Manager

The Covid-19 pandemic continued to present challenges throughout Year 5. This is why staff and public safety remained at the forefront of our operations whilst we continued to deliver essential services across the borough. As government guidelines and restrictions were lifted we worked closely with central and local governments to ensure we operated safely and efficiently.

In addition to the pandemic, the national shortage of HGV drivers, workshop technicians and vehicle parts continued to impact our operational teams. Working collaboratively with our colleagues at Camden Council, we remained flexible in our approach with regards to collections and cleansing to minimise disruptions. We also worked closely with our colleagues across Veolia to ensure essential resources were deployed where needed.

Our flexible and outcomes based approach enabled us to support Camden Council with contract changes and efficiency savings by handing back the Estate Cleansing Service and terminating the delivery service for food waste caddy liners. Our ancillary and communication teams worked hard to ensure liners were still made available to the residents at libraries and other council buildings.

Increasing the commercial waste portfolio remained a priority, especially towards the end of the contract year when Covid-19 restrictions were lifted and service requests increased. In response to this, we deployed additional resources to help grow the commercial waste portfolio and we have already started to see positive growth trends.

As always health and safety remains our priority and I am very proud of the Camden team for the improvement shown in this field. The team continues to develop a genuine safety culture which can be seen in our safety performance and the long-term prevention of accidents that result in time off work. I would like to take this opportunity to thank all staff for their continued hard work and dedication in this area and their commitment to supporting Camden's local environment and communities.



Russell Griffiths
Senior Contract Manager

Statement from Rachel Bailey Head of Environment Services

The daily commitment of staff, especially the frontline workers delivering key waste collection and street cleansing services for our residents and businesses across the borough, has remained at a consistently high level. The flexible approach to service delivery has ensured services have continued through HGV driver shortages and the fuel crisis alongside the ongoing challenge of the Covid-19 pandemic and the adaptation to new ways of working.

Despite these challenges there have been welcome improvements too, with a good reduction in missed collections (on average now below 50 per 100,000 each month) all while maintaining a strong record on health and safety.

The year also saw the successful refresh and relaunch of the Love Clean Streets app, and the partnership took further action on fly-tipping with extra collection resources and targeted campaigns on waste presentation supporting the work of our new enforcement officers.

The recycling rate has dipped only slightly compared to the year before – but is expected to improve again with the continued delivery of our recycling improvement and engagement programme.

The continued work and good performance of the partnership provides a firm foundation to meet future challenges, while we also continue to drive a programme of service improvements.

Rachel Bailey

Contract Overview and Partnership Structure

2021/22 was the fifth 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 2021/22



Highlights

Year 5 of the eight-year contract saw a continuation of the operational teams adapting to the ever changing Covid-19 safety measures - the impact of which were experienced both locally and nationally. The resilience of the operational and support teams was acknowledged positively throughout the year, as they overcame a variety of issues such as lockdowns, driver shortages and suspended services.

Year 5 began with the country in a national lockdown, and similarly to Year 4, Veolia's regional teams produced regular Covid-19 safety guidance for all staff and the necessary PPE and sanitiser was made available. Resources were continuously reviewed and monitored to ensure essential services were maintained. Working collaboratively with Camden Council, Veolia teams assessed the needs of the contract and moved resources to areas that required additional support.

The adaptability and flexibility of the operational teams helped maintain key services including cleansing levels on local high streets. Despite the variety of challenges, the resilience of the teams to work through the difficulties of lockdowns and staff shortages ensured services were maintained with minimal disruptions. All weekly collection and cleansing services were completed, while other services, such as white goods and special collections, were temporarily suspended. These temporary suspensions were implemented so that the team was able to maintain essential services and demonstrated the

team's ability to adapt and redeploy resources. Collections were also maintained for commercial customers throughout the year by offering flexible services which could be changed depending on the needs of each customer. This flexible and responsive approach ensured good customer service and retention.

The team were able to deliver services whilst also improving safety standards. Notably, the street cleansing team completed a full year with no injuries, which was a first for the contract and is a very high standard within the industry. This achievement is a result of new health and safety training that was integrated into the contract throughout the year. As part of this initiative, additional support and safety checks have also been put in place.

In addition to the operational highlights the communications team also successfully adapted their methods of working. At the beginning of the year face-to-face engagement was scaled back and digital events were organised. As restrictions were

lifted, projects were implemented to support local community groups. Projects included community litter picks, school workshops and supporting environmental projects through the Veolia Sustainability Fund. The team also took part in the Camden School Climate Charter, which ran during COP26, by providing information on how Veolia's activities are helping Camden reach net zero by 2030.

Similarly, the customer service team returned to the office and developed a hybrid working system that has allowed them to remain flexible in our service delivery in the face of disruptions (such as train strikes). The return to the office was a highlight for many, as were the social and wellbeing days that were organised. Staff wellbeing has always been important but the pandemic brought this into focus, which is why we developed an Inclusion Charter and are providing additional support for mental health.



Challenges

The pandemic continued to present challenges throughout Year 5. However, these challenges were overcome by utilising a flexible working approach. For example, the national driver shortages that continue to put a strain on operational services was overcome by working collaboratively with Camden Council to redeploy staff to areas of the contract where support was needed most. This meant that some services such as the collection of white goods were temporarily suspended. All service disruptions were communicated to residents via Veolia's customer service team and through written communications where necessary. To further tackle this issue Veolia developed an internal training programme to upskill drivers and provide them an HGV licence as well as provide financial incentives to external applicants and staff who refer candidates.

The national lockdown at the start of the year and the return to working from home possessed similar challenges for the collection teams. In addition to the increased waste volumes, the team saw large volumes of cardboard boxes which were not broken down correctly and were difficult to load into collection vehicles. Vehicle access and vehicle movements were impacted by alfresco dining, streeteries, cycle lanes and parked cars. This also impacted the street cleansing teams and their ability to sweep streets. These challenges were overcome by providing additional resources to residential areas where waste volumes increase and developing communications with Camden Council to educate residents about the correct waste disposal methods and the impacts of parking incorrectly.

Working from home also impacted Veolia support teams, who continued to work flexibly in response to government guidelines. Although the teams were more capable and experienced with the challenges that come with home-working there was reduced call centre operations interface for short periods. Similarly the communications team worked from home when required to do so and this meant that door-knocking activities and face-to-face engagement was temporarily suspended and scaled back when needed.

Annual Contract Targets

Annual contract targets are shaped around the contract outcomes and are listed below in table 1 along with the 2020/21 outcomes.

Annual Contract Target	Definition	2021/22 Target	2021/22 Outcome	Difference from Target	Previous Year (20/21) Outcome	Difference from previous year
Cleansing Standards Target	% of areas falling below Grade B standard	Litter: 6% Detritus: 5% Graffiti: 3% Fly-posting: 1%	Litter: 4.49% Detritus: 5.53% Graffiti: 11.71% Fly-posting: 3.52%	Litter: -1.51% Detritus: +0.53% Graffiti: +8.71% Fly-posting: +2.52%	Litter: 4.03% Detritus: 4.30% Graffiti: 14.07% Fly-posting: 4.21%	Litter: +0.46% Detritus: +1.23% Graffiti: -2.36% Fly-posting: -0.69%
Customer Satisfaction Target	Maintain a high level of customer satisfaction year on year	Refuse collection: 72% Recycling services: 68% Street Cleansing: 72% Customer services: 90%	Refuse collection: 83% Recycling services: 89% Street Cleansing: 77% Customer services: 88%	Refuse collection: +11% Recycling services: +21% Street Cleansing: +5% Customer services: -2%	Refuse collection: 87% Recycling services: 90% Street Cleansing: 84% Customer services: 89%	Refuse collection: -4% Recycling services: +1% Street Cleansing: -6% Customer services: -1%
Business recycling and waste service targets	Increase the No of business customers in the recycling portfolio	10%	24.76%	+ 14.76%	36.78%	-12.02%
Household recycling target	% of recyclable material collected against the total waste and recycling	39%	28.30%	-10.70%	28.60%	-0.70%

2021/22 Environmental Performance

	Units	Tonnes CO2 eq.
Compressed Natural Gas (CNG)	210,349 L	104
Diesel	681, 615 L	1821
Electric vehicles	44,396 mi	22
Total CO2 eq.		1,947

2021/22 target	2021/22 outcome
-12% from baseline	-34% from baseline



Key Outcome Targets

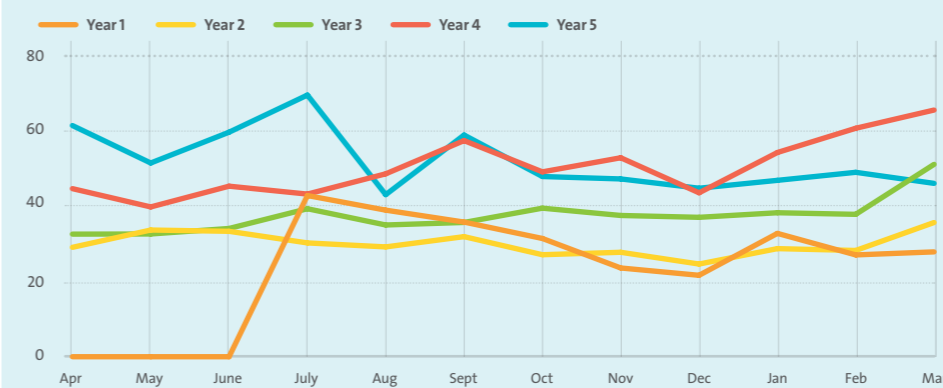
Key outcome targets (KOT) in the contract measure the performance of services provided by Veolia and are reviewed monthly in the Performance Report.

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

Collection Services

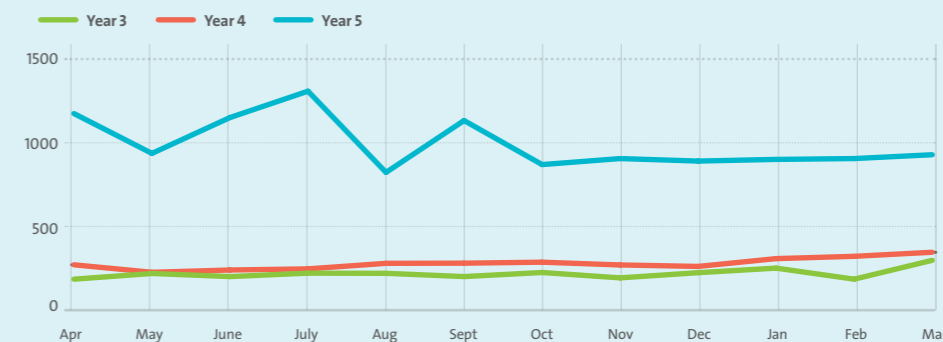
Missed collections across all waste and recycling collections were maintained at a level lower than the contract threshold of 60 per 100,000 throughout Year 5, as demonstrated in the graph below.

Graph 1. Missed collections per 100,000 collections across all services, by month: Year 1-5



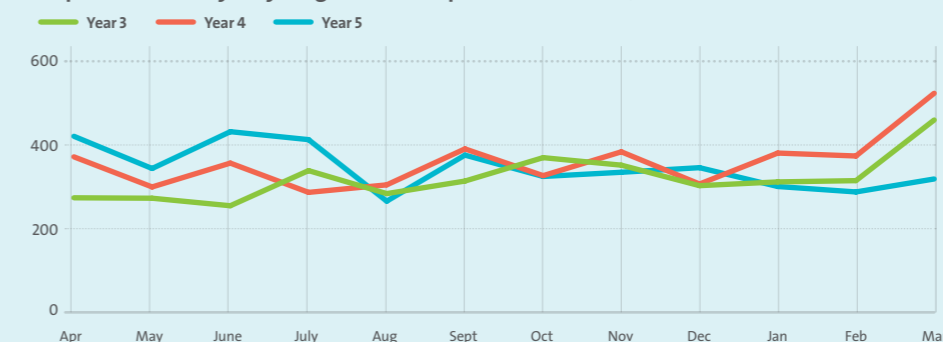
Graph 1 illustrates missed collections, which saw an increase in 2021/22 but are still below the annual target of 60/100k on average (51.58) despite the challenges of the pandemic. This can be attributed to multiple factors but predominantly staffing issues due to national shortage of lorry drivers, with July being the month most affected. Access issues have also played a significant role in our performance and are tied to the HS2 and Fibre Optic roll out.

Graph 2. Missed waste collections per month: Year 3, 4 and 5



Graph 2 shows the total number of missed domestic general waste collections for both kerbside and communal properties. Missed collections remained within acceptable parameters throughout Year 5, with a monthly average of 986 missed collections per month. The increase from last year's monthly average (which was 359 per month) was largely a result of driver shortages and collections rounds being covered later in the week. This is referenced in the challenges section above.

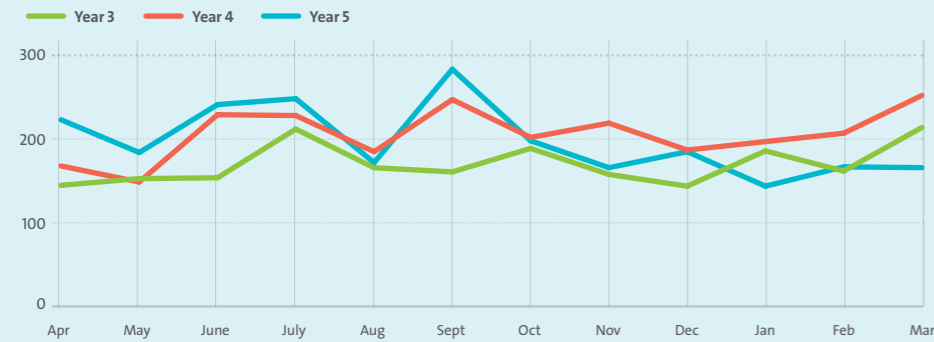
Graph 3. Missed dry recycling collections per month: Year 3, 4 and 5



Graph 3 shows the total number of missed domestic dry recycling collections for both kerbside and communal properties. Missed recycling collections remained within acceptable parameters throughout Year 5, with a monthly average of 347 missed collections per month. This is comparable to the monthly average of Year 4 which was 359 per month.

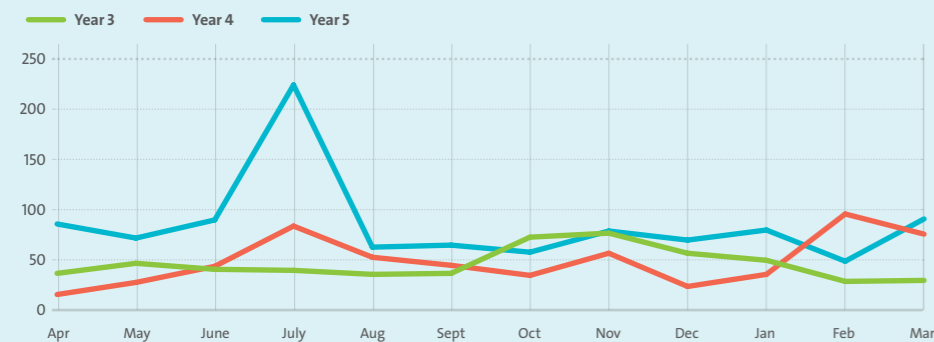
Collection Services

Graph 4. Missed food waste collections per month: Year 3, 4 and 5



Graph 4 shows the total number of missed domestic food waste collections for both kerbside and communal properties. Missed food waste collections remained within acceptable parameters throughout Year 5, with a monthly average of 197 missed collections per month. This is comparable to the monthly average of Year 4 which was 205 per month.

Graph 5. Missed garden waste collections per month: Year 3, 4 and 5

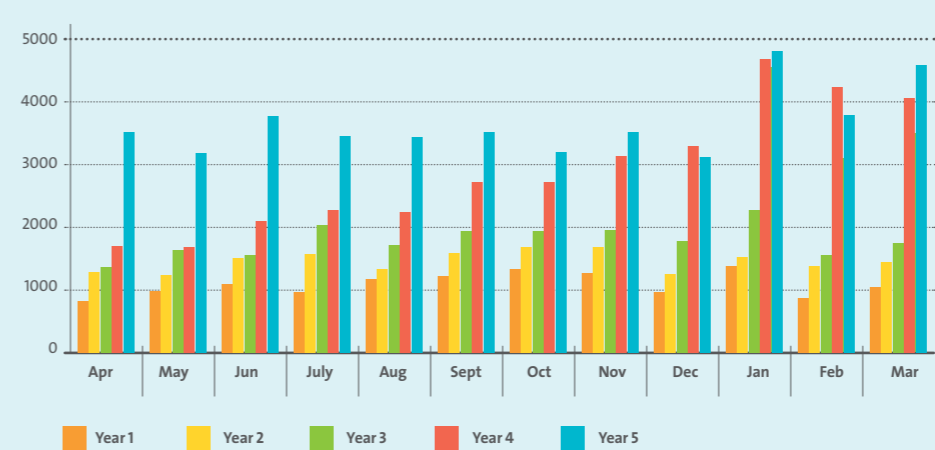


Graph 5 shows the total number of missed domestic garden waste collections. In Year 2 the monthly average for missed collections was 65, this reduced to 46 in Year 3 and further reduced to 49.5 in Year 4. Year 5 missed collections increased to 86.



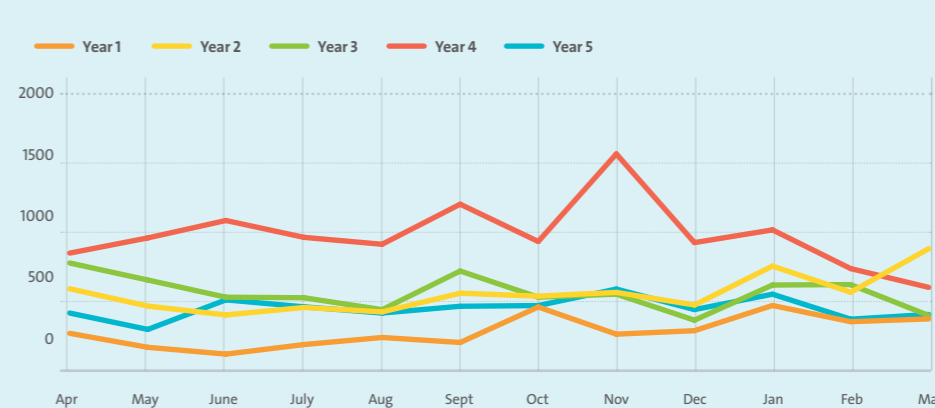
Cleansing Services

Graph 1. Reported fly-tips per month: Year 1, 2, 3, 4 and 5



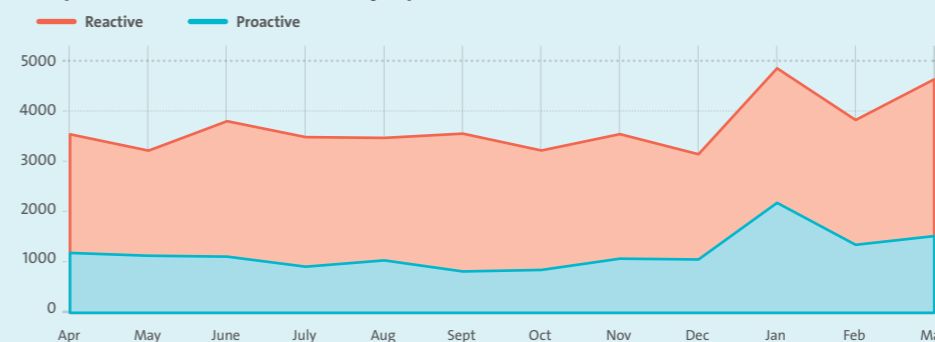
The Love Clean Streets (LCS) app replaced Clean Camden (CC) in Year 5, as it was no longer supported by telecoms operating systems. There has been a large increase in new users of the LCS app from 698 in Year 4 to 2,070 in Year 5, this is due to a campaign to raise awareness of the new app. This resulted in the spike of new users in June 2021 and increase in reporting.

Graph 2. Graffiti Reports per Month



There was a 54.4% decrease in graffiti reports in Year 5 compared to Year 4. This is due to more shop fronts being closed in Year 4, making it difficult to get waivers signed compared to Year 5. 1.3% of all reports contained offensive graffiti

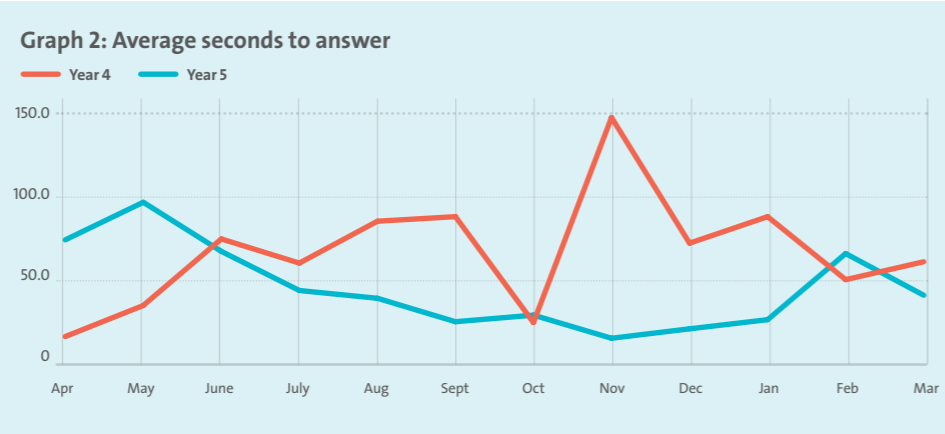
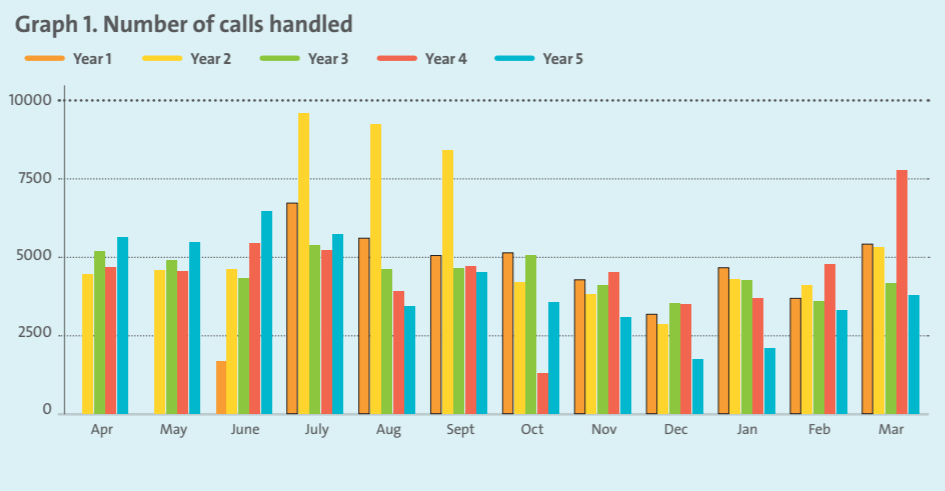
Graph 3. Proactive and Reactive Fly-tips



Fly-tipping reports increased by 26% in Year 5 compared to Year 4. This is largely attributable to a large proportion of proactive reporting by an engaged workforce and residents. Proactive reporting makes up 32.2% of fly-tip reporting. 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 5, 99.8% of fly-tips were cleared within the agreed timeframe. The chart below shows the combined number of proactive and receive fly-tip reports for Year 5.

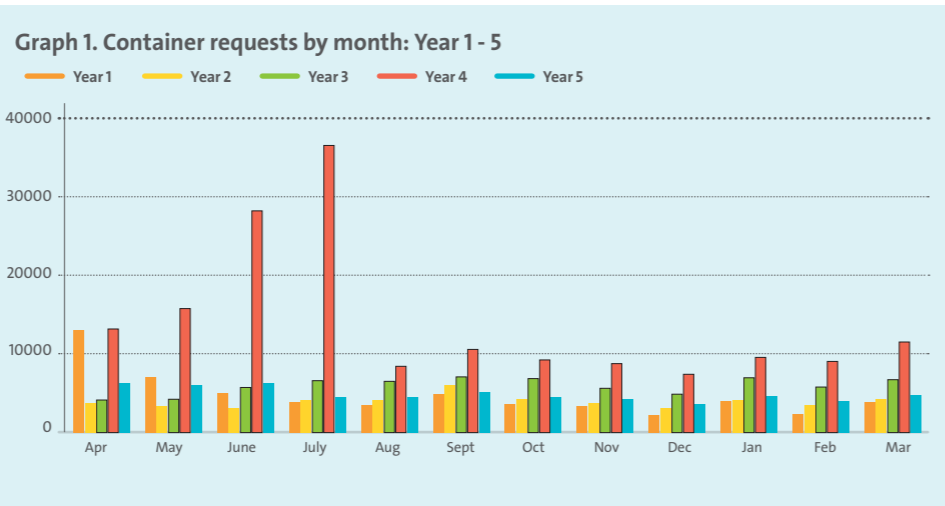
Customer Services

The call centre continues to be the primary channel through which residents can contact Veolia. The total number of calls handled was slightly lower than Year 4, with 48,882 calls handled. The average time to answer calls decreased in Year 5, despite the challenges of staff shortages at the start of Year 5 due to the third national lockdown. An independent customer satisfaction survey found that 88% of callers were satisfied with the quality of service provided by the call centre operatives.



Container Management

Container requests were comparable to years 1-3 and significantly lower than Year 4. This reduction in container request can be partially attributed to the improvements made to the Veolia microsite.



Health and Safety

Health and safety remains the top priority across the Camden contract. The Veolia Minimum Requirements (VMR) introduced in Year 3 continues to inform all health and safety procedures. 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.

VMR is supported by AVA/EcoOnline - technologically advanced Environment, Health, and Safety (EHS) software. 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 and Power BI and provides business intelligence and trend analysis which will be used to drive future improvements and support a proactive safety culture. Following positive buy-in from the workforce, close call reporting has increased.

Veolia continues 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.

	Yr 4 Totals	Apr 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Yr 5 Totals
Total RIDDOR	5	0	0	0	1	0	0	0	0	0	0	0	0	1
Accident	43	2	6	2	4	1	4	2	6	3	1	1	5	37
Incidents	N/A	7	9	1	2	2	2	0	0	0	0	1	0	24
Close Calls	310	44	46	28	29	5	44	29	58	49	56	26	31	445
LTI's	9	1	0	0	1	0	0	0	0	0	0	0	0	2
MD's	1	0	0	0	0	0	0	0	0	0	0	0	0	0
LTI & MD	10	1	0	0	1	0	0	0	0	0	0	0	0	2
Combined Lost Days	158	0.20%	0.20%	0.16%	0.15%	0.17%	0.19%	0.18%	0.18%	0.18%	0.17%	0.14%	0.11%	

Fleet

Air quality remains a key concern for Camden and Veolia that's why 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. The two fully electric Goupil vehicles purchased in Year 3 have continued to benefit the street cleansing service in Year 5, particularly in high-footfall areas such as Tottenham Court Road.

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 6, we will continue to review fleet electrification, learn from the experiences of neighbouring boroughs and contracts. A significant investment is required in charging infrastructure.

Details of the Veolia fleet are contained in Appendix 2 at the end of this document.

Winter Service

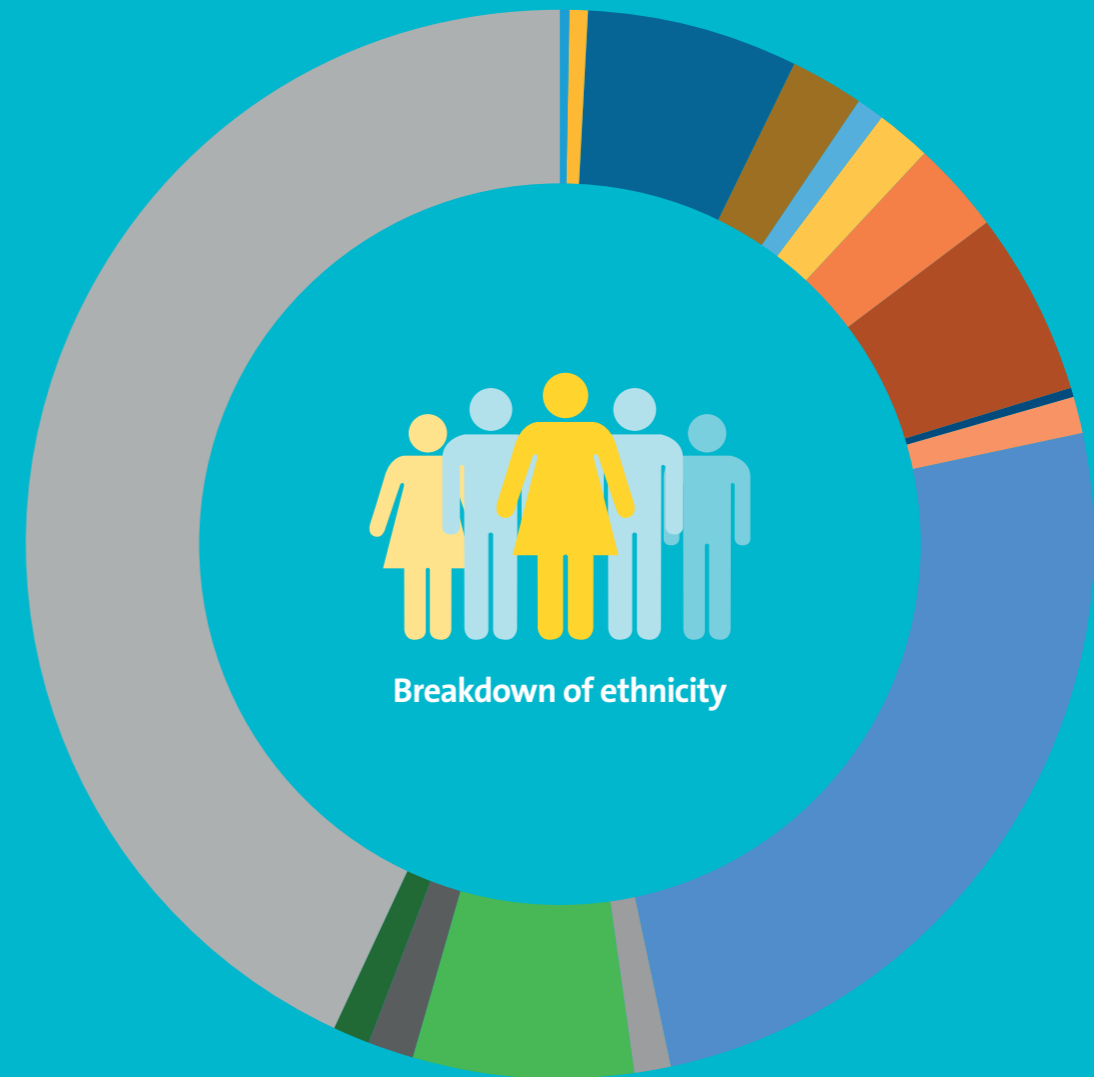
2021/22 saw a decrease in grit use and a particularly quiet year for the winter services. The winter service was successfully delivered; all service standards were met and priority routes and footpaths were maintained as per the Winter Maintenance Plan. Winter services were called out 15 times and 77 tonnes of salted grit was spread across the borough. These figures are lower than previous years, when in Year 4 there were 29 callouts and 265.6 tonnes of grit used.

Staffing

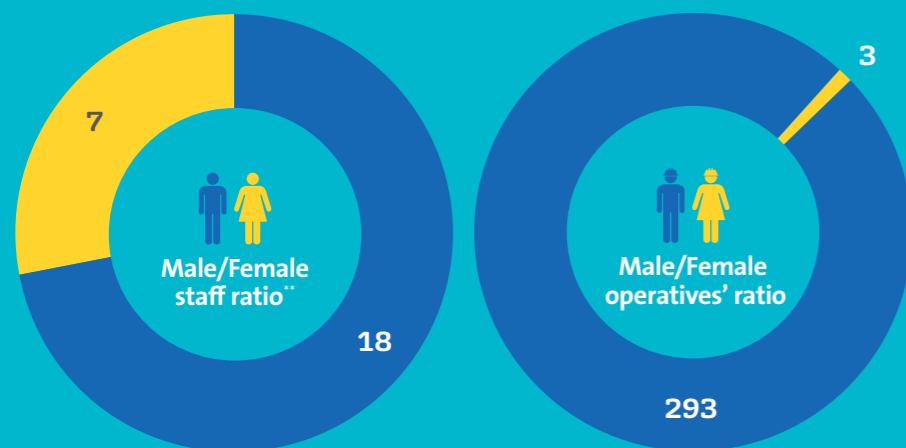
The management team of Veolia in Camden remained consistent during Year 5 of the contract.

Employee Performance:

HR Statistic	Quantity
Staff turnovers	39 Leavers - 34 Starters
Average Service Length	13.0 Years
Number of Unauthorised Absences	455 calendar days
No. of disabled staff	1
Average age of workforce	50



Equal Opportunities:



Number of females in senior positions:

4

Number of disabled staff:

1

- 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

**Staff here refers to both management and administrative staff

Finances, deductions and corrections

Annual Contract Deductions

Annual contract target	2020/21 Outcome	2021/22 Target	2021/22 Outcome	2021/22 Contract deduction
Cleansing standard target	Litter: 4.03% Detritus: 4.30% Graffiti: 14.07% Fly-posting: 4.21%	Litter: 6% Detritus: 5% Graffiti: 3% (agreed reduction of 3%) Fly-posting: 1%	Litter: 4.49% Detritus: 5.53% Graffiti: 11.71% Fly-posting: 3.52%	Litter: £0 Detritus: £10,000 Graffiti: £30,000 Fly-posting: £7,500
Customer satisfaction target	Refuse collection: 87% Recycling services: 90% Street cleansing: 84% Customer services: 89%	Refuse collection: 72% Recycling services: 68% Street cleansing: 72% Customer services: 90%	Refuse collection: 83% Recycling services: 89% Street cleansing: 77% Customer services: 88%	Refuse collection: £0 Recycling services: £0 Street cleansing: £0 Customer services: £10,000
Household recycling target	28.60%	39%	28.30%	Recycling Services: £0

At the time of writing the annual contract deductions for Year 5 were £67,760.75. This is comparable to Year 4 (£60,937) and is significantly lower than previous years (Year 1: £224,848, Year 2: £135,541, Year 3: £71,710). This continued performance is a direct result of improved cleansing standards, customer satisfaction among residents and an overall improved performance of the contract.



Monthly Contract Deductions

Monthly Deductions Financial Year 2021/22	
April 2021	£2,723.40
May 2021	£1,105.32
June 2021	£1,492.75
July 2021	£3,350.13
August 2021	£2,837.36
September 2021	£1,538.33
October 2021	£1,526.93
November 2021	£1,549.72
December 2021	£1,447.60
January 2022	£1,196.47
February 2022	£922.99
March 2022	£569.75
2021/22 Total	£20,260.75



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. Veolia continues to manage the Love Clean Streets app, garden waste subscription page and Veolia microsite. Each platform is periodically reviewed and improved to enhance the user experience. Operational teams have made great progress in improving bin matching and weighing, insights from this have enabled the commercial service team to develop greater understanding of how businesses use their waste services and improve customer offerings and accurate billing.

Cross-Service Working

The contract remains structured into zones with Veolia officers and managers responsible for areas that match those of Camden Council's Borough Monitoring Team. This structure continues to provide collaborative working opportunities such as the fly-tipping project which brought together Camden's enforcement team and Veolia's street cleansing and ECO teams to tackle dumping hot spots in Camden. Veolia UK's central teams and resources also continue to provide benefits and efficiencies to the Camden contract. Shared resources include a vehicle workshop in the City of London and a centralised PR team that create digital campaigns for Veolia's municipal customers. Veolia's regional ECO teams, continued to develop cross contract working groups and developed national campaigns and funding opportunities for Camden which include: Veolia's Sustainability Fund, Veolia's School Orchard programme and Sustainable Schools package.

Commercialisation and Growth

Veolia has a dedicated sales team in Camden, focused on growing the business waste and recycling service portfolio. In Year 5, the commercial portfolio increased to 2,540 customers of which 51.7% use recycling services.

The key focus is to continue to build the commercial portfolio back to pre-covid levels whilst delivering a range of projects to drive service efficiencies and provide a more comprehensive offering to customers.

Education, Communications and Outreach

Year 5 of the contract saw the ECO Team return to face-to-face engagement and support more community events than in the previous year. The core themes of the ECO Team's strategy were to improve recycling performance, raise awareness of frontline staff issues and reduce residual waste. Traditional forms of communications, such as service letters and annual service leaflets, were also maintained throughout the year.

Key projects delivered by the Veolia ECO Team included the Fly-tip Reduction Plan in Gospel Oak and Haverstock and the introduction of clear panelled bins across two estates. Both projects incorporated a range of communication channels including on-street signage, letters, social media and surveys. The learnings of the Fly-tip Reduction Plan will be used to develop the next phase of the plan in Somers Town, while the results of the clear panelled bins will be evaluated in the next contract year.

With the reopening of schools, the ECO Team were able to deliver workshops and assemblies to local schools on topics such as recycling and climate change, the 4Rs, litter and food waste. The team were also able to deliver outreach activities when lockdowns were lifted. These activities included community litter picks, food waste workshops and doorstepping.

Veolia's Sustainability Fund supported six local projects. Projects included: environmental awards, school environmental projects and The Camden Beeline project which planted wild flower gardens around the borough.

Veolia Camden also supported the Great British Spring Clean, with a total of 78 local residents taking part in the campaign as part of six litter pick groups, collecting 58 bags of litter. All groups were provided with resources and the street cleansing and collection teams helped by providing post-event collections.

Contract Improvement Plan 2022/2023

Increasing Recycling and Reducing Contamination

Estates

Improving recycling on estates will remain a priority in Year 6 as it is a vital element to improving Camden's recycling performance. Insights gained from projects developed in Year 4, such as the clear panelled bin trial, will be utilised and adapted to develop further projects to help tackle contamination and improve recycling infrastructure. To further tackle contamination, information will be provided to residents on targeted estates about common recycling contaminants. This will involve contaminated bin reports from the recycling crews informing an estate leaderboard that will be available on the Camden website and posters around the estates. To measure the success, the interventions aim to reduce estate contamination incidents and repeat contaminators in target areas by 25%.

Kerbside

An automated kerbside contamination communications procedure will be developed to inform residents why their recycling has not been collected and how to rectify the issue. In addition, crew training will be rolled out to improve the reporting and tagging of contaminated recycling containers.

With the support of NLWA, a trial of contamination communications through the point of view of a recycling operative will be delivered. The promotion of recycling at Camden Markets and supporting existing campaigns that promote recycling will be delivered throughout Year 6.

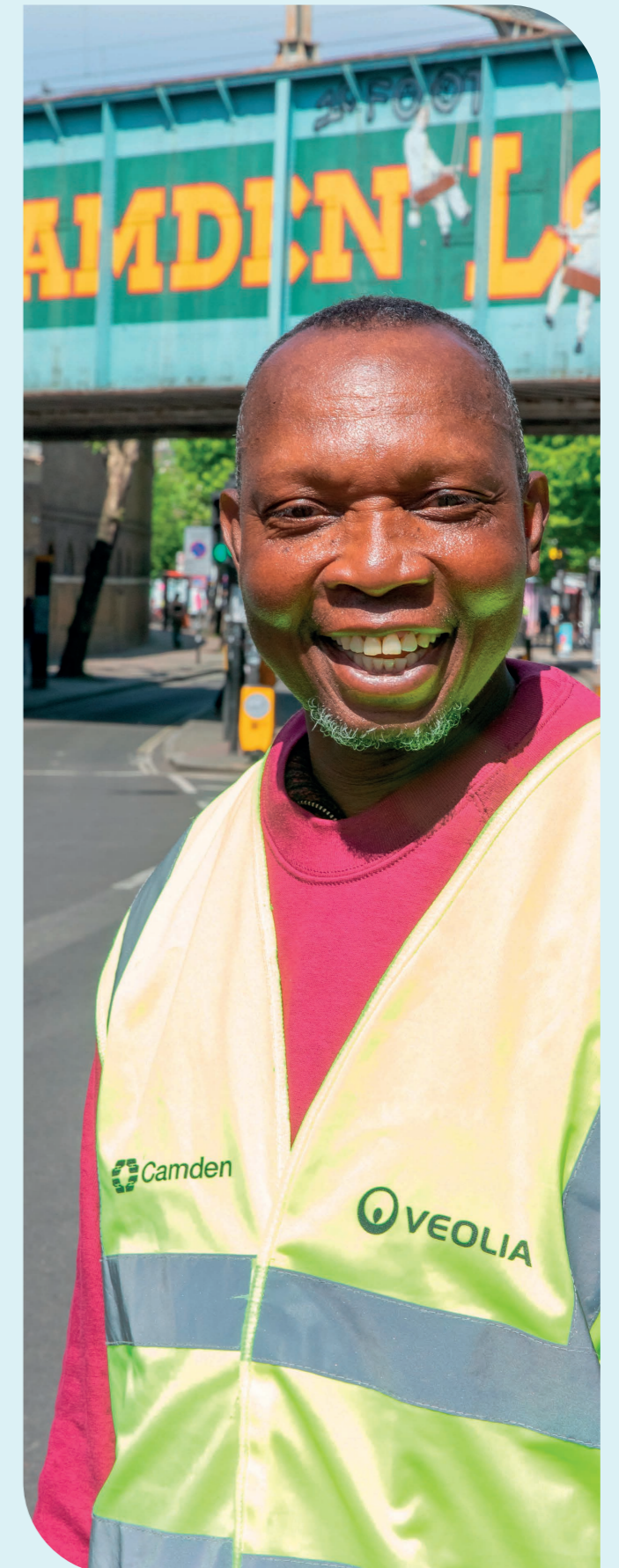
Food waste

A project on kerbside and estate food waste recycling will be delivered to target poor performing areas and improve participation. The food waste collection service will be expanded to estates that do not currently have food waste recycling.

Interventions and resources will be developed to help raise awareness, through working with Think&Do to deliver food waste workshops on chosen estates and creating an engaging local social media campaign that promotes food waste minimisation and recycling.

WEEE

To support the Camden circular economy, Veolia will provide residents with more WEEE recycling and fixing opportunities. Through the development of local repair and community group partnerships, Veolia will host WEEE events that allow for residents to recycle WEEE and select larger bulky waste items. Information and educational materials will be developed for the events.



Cleaner Streets

• Reduce Fly-tipping and Litter

The next phase of the fly-tipping project will focus on the St Pancras and Somers Town ward to align with the Future Neighbourhood Fund. To increase resident awareness, leaflets, letters, on-street signage, social impact stencils, digital campaigns and awareness events will be used to deliver key messages. Veolia will support and link to Kingdom's project and the existing "Do the right thing with your waste" campaign.

• Promote Love Clean Streets

Veolia will continue to promote Love Clean Streets through social media, campaigns, public engagement events and our communications. A new campaign will be launched to promote the app further.

Improving Customer Satisfaction

• Improve Garden and Specials Waste Web Portal

The garden subscription will move to a 12-month rolling contract, with the 9-month subscription being removed. This will be supported by an all-year round promotional social media campaign. The Camden website will host an online portal which will allow residents to subscribe to the garden waste service, book special collections (including WEEE), and white goods collections.

• Annual service leaflets

Thirteen annual service leaflets will be developed and distributed to all residents in the borough by property type in Year 6:

- Fortnightly collections (10 kinds)
- Weekly collections (1 kind)
- Communal collections (1 kind)
- Flats above shops (FAS) (1 kind)

Similar to Year 5, the leaflets will be distributed by a third-party distribution company (which continues to provide the best value). FAS leaflets will be delivered every 6-months as part of the proactive bag delivery schedule. An accessible easy-read version of the annual service leaflet will be developed and hosted on the Camden website.

• StreetKind

In 2020, Veolia launched the nationwide #StreetSmiles campaign to recognise the outstanding contribution of waste workers carrying out essential services during the Covid-19 pandemic. However, reports of abuse from Veolia frontline staff have more than doubled since.

In response, Veolia Camden will launch the #StreetKind campaign and introduce new vehicle branding, operative uniforms and a dedicated PR and Digital package. The campaign will help to connect residents with on street staff and build relationships.



Maximise awareness of waste-related sustainability

• Reduce Single-use plastics

The Veolia ECO team will seek to increase resident knowledge around plastic waste through events and talks, in addition to supporting existing campaigns such as Plastic Free July, which will encourage residents to refuse single-use plastic. Veolia will support and promote the West Hampstead Low Plastic Zone with support from the West Hampstead Officer. Camden Recycles Cups street collections will be maintained and expand the business offering to hospitals and markets.

• Sustainability Fund

Veolia will support the six projects that were successfully funded as part of Veolia's 2021 Sustainability Fund. The PR and Digital team will develop good news stories and engaging content for Camden's social media channels as well as traditional media in the borough.

The Sustainability Fund applications will reopen in May 2022 for community projects to pitch for funding from the £5,000 budget.

Education

In addition to the sections below, the Veolia ECO Team will engage with Camden Schools to promote recycling. New school recycling posters will be developed, workshops focusing on litter picks, plastic recycling and waste audits will be offered and Veolia Orchard will be launched.

• Sustainable Schools

Veolia's Sustainable Schools programme will be launched again in September 2022 for secondary schools looking to develop a sustainable project that can support climate action in their school or local area. Primary schools will be able to request the digital lessons pack that covers topics on the 4Rs, The Recycling Journey and Littering.

• Outreach

The ECO team will expand their outreach offering to deliver workshops on plastics, the recycling journey and food waste. The team will also support campaigns such as Plastic Free July and Recycle Week. In addition, the team will support community groups and have educational workshops at different events and local markets to raise awareness over the importance of recycling.

• Veolia Orchard

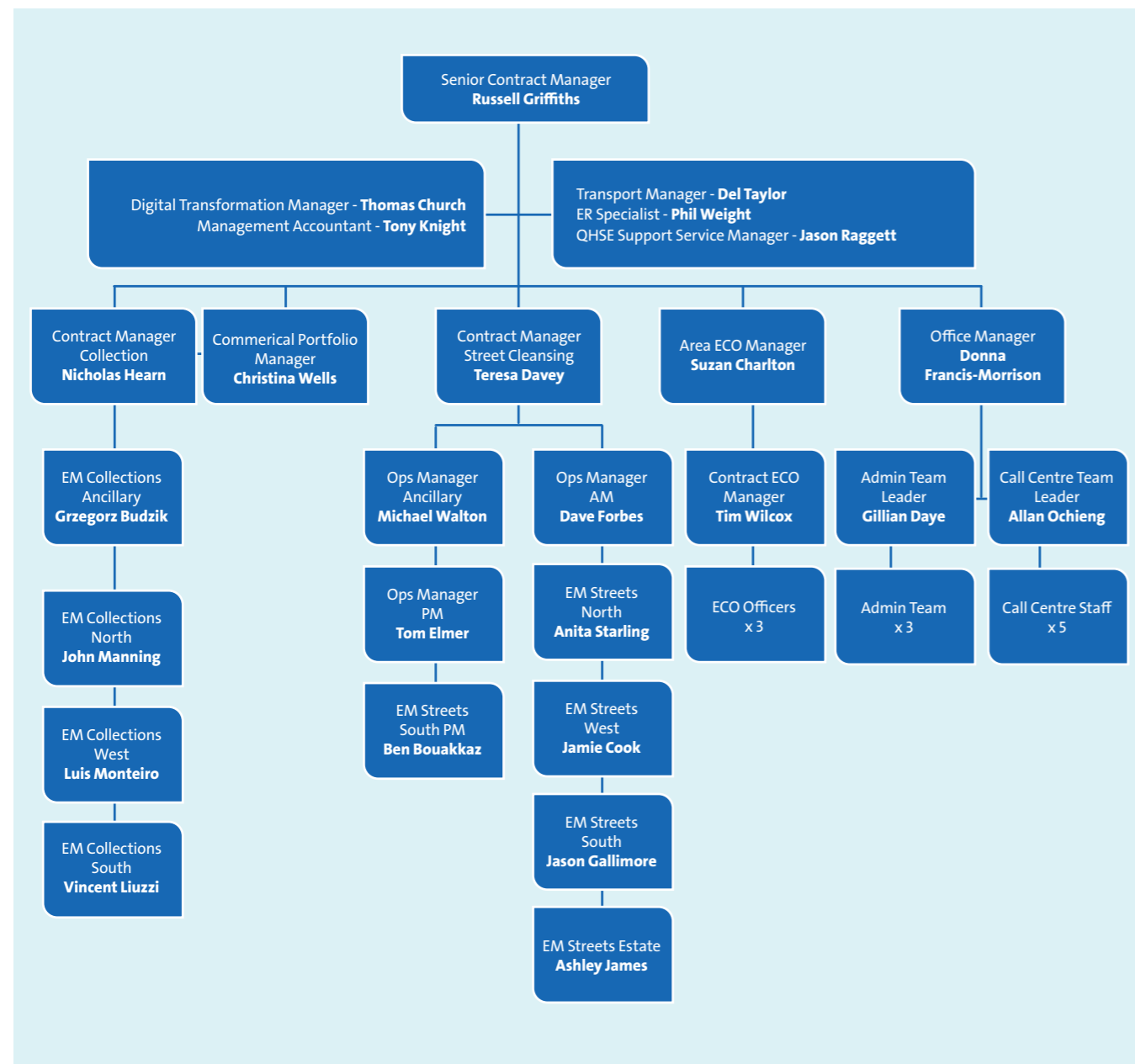
Veolia UK will launch a campaign to help schools blossom with biodiversity, by providing schools across England with free fruit trees. To help deliver the campaign, Veolia is working in partnership with the community action charity Groundwork. The campaign will aim to improve biodiversity in schools, provide a learning resource for pupils and offer them an ongoing supply of fresh fruit.

Inclusion

Veolia will continue to improve inclusivity and diversity across the organisation. Veolia's dedicated Inclusion Team will implement the company's inclusion strategy and help deliver activities locally. In Camden, our Inclusion Customer Charter is being reviewed as is an evaluation framework to assess our inclusion performance. Internally, projects are underway to improve our people's data and their wellbeing at work.

Appendix 1 - Organisation Chart 2022/23

Camden Contract Structure



Appendix 2 - Veolia Fleet

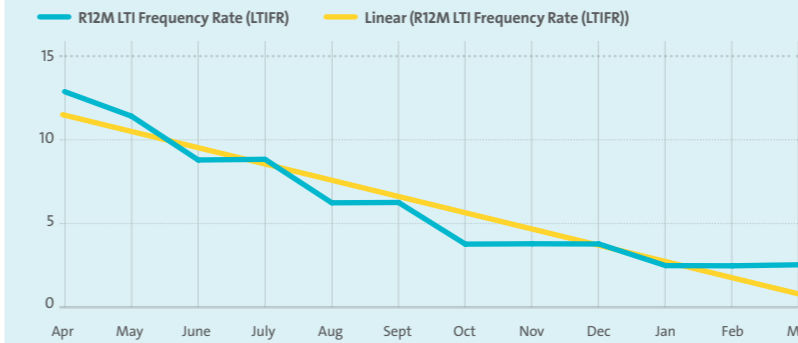
Service	Vehicle Description	Year 3	Year 4	Year 5
Collections	CNG - 26t split body RCV	3	3	3
	CNG - 26t standard RCV	12	12	12
	Diesel - 26t split body RCV	14	14	14
	Diesel - 26t standard RCV	13	8	9
	Diesel - 22t standard RCV	3	2	6
	Diesel - 18t standard RCV	5	6	5
Ancillary	Diesel - 3.5t panel van	1	1	1
	Diesel - 7.5t box van	1	1	1
	Diesel - 7.5t cage tipper	1	1	1
	Hybrid - 7.5t cage tipper	2	2	1
	Electric - Nissan vans	6	6	6
	Diesel - Garchey tanker	1	1	1
Cleansing	Diesel - 18t standard RCV	1	1	2
	Hybrid - 7.5t cage tipper	9	9	9
	Hybrid - 5t cage with pressure washer	2	2	2
	Diesel - 12t mechanical sweeper	3	3	3
	Diesel - 7.5t mechanical sweeper	4	4	4
	Diesel - 4.5t mechanical sweeper	3	3	3
	Diesel - Karcher compact sweepers	3	3	4
	CNG - 3.5t vans	3	3	3
	Diesel - water tanker/flusher	1	1	1
	Electric - Goupil	3	5	5
	Electric - Bradshaw (buggy)	2	2	2
	Electric - pedestrian sweepers	5	5	5
	Diesel - 7.5t gritting vehicles	5	5	5
	Parks and Estates	Diesel - 3.5t cage	3	3
Diesel - 5t cage		4	4	4

Appendix 3 - Health and Safety Data

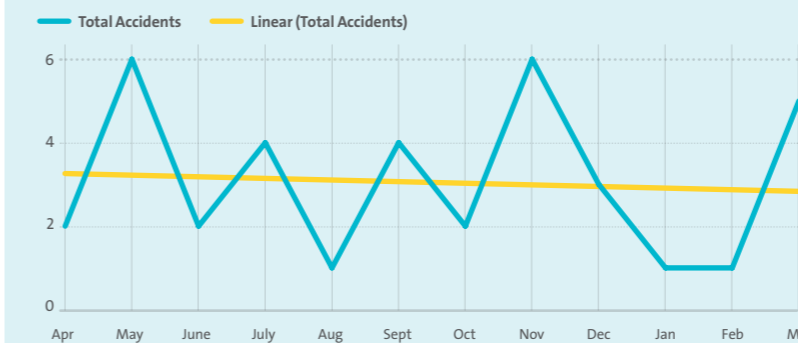
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Total Accidents	2	6	2	4	1	4	2	6	3	1	1	5
Total Incidents	7	9	1	2	2	2	0	0	0	0	1	0
Total close calls	44	46	28	29	5	44	29	58	49	56	26	31
Total Lost Time Incidents (LTIs)	1	0	0	1	0	0	0	0	0	0	0	0
Total Modified Duties	0	0	0	0	0	0	0	0	0	0	0	0
Total RIDDORs	0	0	0	1	0	0	0	0	0	0	0	0
LTI Frequency Rate (LTIFR)	12.88	11.42	8.81	8.85	6.26	6.28	3.8	3.82	3.81	2.52	2.51	2.57
Combined LTI/MDFR	14	13	10	10	8	8	4	4	4	3	3	3
Combined Days lost as %	0.2	0.2	0.16	0.15	0.17	0.19	0.18	0.18	0.18	0.17	0.14	0.11



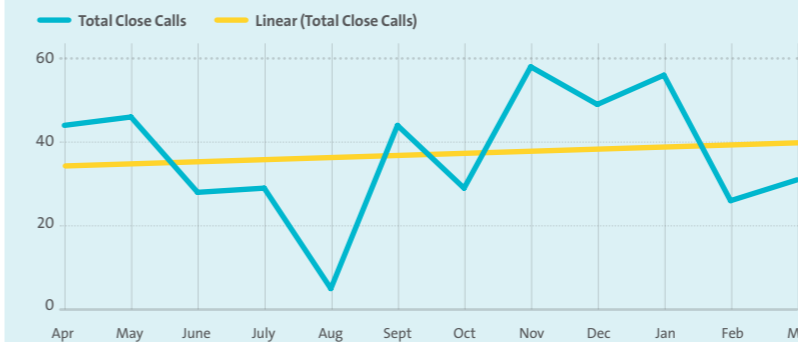
Graph 1. LTI Frequency Rate (LTIFR)



Graph 2. Total Accidents



Graph 3. Total Close Calls



Notes on health and safety data

LTI = Accident or injury that sees an injured person unable to return to work beyond the day of the accident.

As part of policy changes some rates and targets are not measured anymore. These include: LTI Frequency Rate Target, LTI Severity Rate & Target and Total Accident Frequency Rate.



Resourcing the world