



WORKING IN PARTNERSHIP

VEOLIA AND CAMDEN COUNCIL

CAMDEN ANNUAL SERVICE REPORT

ANNUAL REVIEW - 2020/21

CONTRACT IMPROVEMENT PLAN - 2021/22



This annual service report provides information relating to the performance and service delivery of the contractual agreement between Camden and Veolia in 2020/21, 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 2021/22.



Statement from the Senior Contract Manager

Year 4 of the contract has undoubtedly been overshadowed by the Coronavirus pandemic which has presented many challenges. However, our robust business continuity plans and the commitment from our operational and support teams has enabled us to minimise service disruptions and maintain essential services throughout the borough whilst keeping staff and local communities safe.

The challenges that have arisen throughout the pandemic have all been addressed through our collaborative relationship with Camden Council and our ability to be flexible and adapt to the needs of the contract. For example, where staff numbers were impacted by isolation cases, non essential services, like bulky waste collections, were temporarily suspended in order to maintain recycling and rubbish collections. The reduction in commercial waste tonnages and footfall in the south of the borough also allowed us to redeploy drivers and street cleansing staff to residential areas in the north where waste volumes increased.

Year 4 also saw borough wide infrastructure changes such as the introduction of new cycle lanes, pavement widening, streeteries and safer neighbourhood schemes. In response to these changes we have adapted our cleansing and collection methods in many areas and taken a flexible approach to managing resources. This way of working has only been made possible due to the results driven nature of the contract and the dedication of our frontline teams and management staff.

I can't thank our Veolia Camden team enough for their support during the past year and their continued efforts in Year 5.



Russell Griffiths
Senior Contract Manager

Statement from the Client

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, amidst the ongoing challenge of the COVID-19 pandemic.

Their efforts, supported by Veolias continued contingency planning, have ensured our core services were maintained through the uncertainties of an unprecedented winter and spring - and were rightly celebrated through the #Streetsmiles and #WeMakeCamden campaigns.

Even with these new challenges, 2020/21 has seen performance levels

improve once again as opportunities were taken to trial innovative solutions on our Estates through the NLWA's Recycling Fund. After dipping last year our recycling rate continues to improve, as we expected, and the changes to our 'orange bag' services were delivered well.

In general, the overall standard of our street cleanliness has remained good and shown improvements. Graffiti and fly-posting remain issues to be tackled. The initial phases of Veolia's fly-tipping action plan has seen an efficient and reliable partnership working to deliver improvements in waste presentation and increased awareness and use of our Love Clean Streets app (formerly known as Clean Camden). By maintaining

strong working relations with external partners across Camden, the region was able to see the delivery and implementation of projects which supported our efforts to reduce waste and recycling contamination. As such, this support reinforces the Council's plastic free ambitions in the future.

We know there are further challenges ahead; the continued work and good performance of the partnership provide a firm foundation to meet them, while we also continue to drive a program of service improvements.

Rachel Bailey
Head of Environment Services

Contract Overview and Partnership Structure

2020/21 was the 4th 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 2020/21



Highlights

Although the pandemic presented many challenges the operational teams adapted quickly and safely in response to the additional safety measures required. This was seen at both contract and national levels across Veolia. Business continuity plans were implemented promptly and safety procedures continually reviewed, updated and implemented in accordance with government and expert advice. The procurement teams reacted quickly in March 2020 to ensure teams and sites had the correct provisions of masks, alcohol gel and antibacterial wipes.

The regional teams produced regular COVID-19 safety guidance that was communicated to all levels of staff through various mediums and the necessary PPE and sanitiser needed to keep staff and the general public safe was procured and distributed across the contract. Resources were continuously reviewed and monitored to ensure essential services were maintained with operational teams, working collaboratively to assess the needs of the contract and move resources to areas that required additional support. For example, when footfall in the business areas in the south of the borough greatly reduced (due to national lockdown measures) street cleansing and collection resources were moved to residential areas in the north. The teams successfully maintained cleansing levels on local high streets which supported communities. Collections were also increased in areas where waste volumes increased due to

home working. Operations also adapted to ensure teams worked within 'bubbles' and provide sufficient support to staff working from home where possible. In order to make these changes, flexible systems and communications methods were implemented quickly to minimise service disruptions. Support teams maintained contact with commercial waste customers throughout the year to ensure businesses that were closed could temporarily suspend their accounts and those who were open received the necessary collections. These customers were supported by a newly restructured customer service team that works to service residents, schools and businesses - providing a more holistic approach to customer service in Year 4. Additional customers were also gained during this period, following a collaborative effort with Camden Council to identify businesses presenting waste but not

receiving a reliable waste collection service. Despite restrictions imposed by the pandemic and the different ways of working the operational teams were able to successfully progress with the development of bin matching and weighing technology. Collections vehicles are now fitted with devices and software that allow collection staff to match the lift weight of a bin to a target property. The new equipment and staff training delivered throughout Year 4 will provide insights in waste production by area and valuable insight for future project work. The teams are still developing the technology and compliance levels but some rounds have established a 90% compliance rate and management teams are able to use this information to plan resources more efficiently. These insights have also been invaluable for the commercial waste team who are able to bill customers more accurately for the



waste they produce. Technology continued to be developed and deployed into Year 4 with the additional small electric buggies to the street cleaning fleet that service Tottenham Court Road. The zero tailpipe emissions vehicles are able to service this busy part of London, collecting bags of waste and small fly-tips, whilst helping to improve air quality in an area where vehicle movements are restricted. To further enhance Veolia's commitment to clean air in Camden 120 drivers underwent anti-idling training as part of the Mayor of London's Engines off campaign. In addition to the operational highlights the communications team also successfully

Challenges

The pandemic has presented many challenges which have largely been successfully overcome. However, there are some challenges that have impacted the contract. Driver shortages have increased pressure on operational teams (due to a national issue that stems from a testing backlog, workers returning to European countries due to Brexit and an increase in demand for drivers in other industries). Therefore, unforeseen staff absences due to isolation or sickness have not always been possible to fill with agency drivers or staff. This has resulted in some non-essential services such as bulky waste from kerbside properties being temporarily suspended in order to maintain recycling and rubbish collections. The bulky waste service was impacted in other ways due to the necessary revised risk assessment. Soft furnishings could not be collected until after 72hrs they had been presented and collections from within homes were also not possible. These measures were essential for keeping staff and residents safe but impacted services negatively. The temporary suspension, changes to collection methods and external factors

adapted their methods of working. Scaling back face-to-face engagement and switching to digital communication methods such as webinars and online events. Recycling and street scene improvement projects were implemented with successful results seen in reducing illegal dumping on target high streets and reduced contamination from target estates [insert stat]. The team continued to support local groups with environmental projects such as community litter picks, zero waste initiatives in schools and greening local railway stations. Part of this work was funded through Veolia's Recycling Fund for Communities (Rebranded as The Veolia Sustainability Fund). The communications and customer service teams also saw a significant increase in resident compliments both online and through the Veolia contact centre. Residents made a conscious effort to thank frontline staff for their hard work and commitment during the pandemic. This appreciation was further boosted by Veolia's national Street Smiles campaign which saw local residents draw smiling suns on their windows and bins. These goodwill gestures were shared with frontline staff through internal newsletters and posters and helped to boost morale during the peaks of the pandemic.



such as the closure of recycling centres and increases in residents having clearouts resulted in some areas experiencing increases in waste being dumped. In turn, this put pressure on street cleansing and collections teams. To tackle these issues, changes to services were communicated to residents through various channels including the Veolia call centre and the Camden Council website and newsletters. Printed communications (where relevant) encouraged residents to keep bulky waste inside their homes and to not have clearouts until services were able to resume. The national lockdowns and shift to working from home also possessed significant challenges for the collection teams. In addition to the increased waste volumes, the team saw large volumes of cardboard boxes which when not broken down correctly were difficult to load into the collection vehicle. Vehicle movements were also made more difficult as a result of increased alfresco dining, cycle lanes and parked cars. The increase in cycle lanes required a methodology revision and increased meterage for street cleansing. The difficulties faced throughout the year were

addressed through collaborative communications methods between Camden Council and Veolia's communication teams. Working from home has not only impacted the waste and street services but the Veolia team's themselves. Transitioning technology from offices to staff homes required additional equipment and IT support, all of which was provided by Veolia central resourcing team. These changes impacted customer service delivery through reduced call centre operations interface. The communications team had to scale back and suspend door knocking activities and face-to-face engagement and delay scheduled communications, such as the annual service leaflets due to uncertainties in service provisions. In addition to the challenges of the pandemic, Brexit has also impacted procurement, particularly for vehicle parts. Maintaining the Camden fleet is paramount to the efficient services Veolia provides. To overcome these delays and shortages Veolia has worked with central workshops and other contracts to share resources and minimise distributions in Camden.

Annual Contract Targets

Annual contract targets are shaped around the contract outcomes and are listed below in Table 1 along with the 2019/20 outcomes.

Annual Contract Target	Definition	2020/21 Target	2020/21 Outcomes	Difference from Target	Previous Year (19/20) Outcome	Difference from previous year
Cleansing Standards Target	% of areas falling below Grade B standard	Litter: 6% Detritus: 5% Fly Posting: 1% Graffiti: 3%	Litter - 4.03% Detritus - 4.30% Fly Posting - 4.21% Graffiti - 9%	Litter: -1.97% Detritus: -0.7% Fly Posting: +3.21% Graffiti: +6%	Litter: 5.28% Detritus: 5.26% Fly Posting: 3.43% Graffiti: 7.92%	Litter: -1.25% Detritus: -0.96% Graffiti: +0.78% Flyposting: +1.08%
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: 87% Recycling services: 88% Street Cleansing: 83% Customer services: 89%	Refuse collection: +15% Recycling services: +20% Street Cleansing: +13% Customer services: -1%	Refuse collection: 87% Recycling services: 87% Street Cleansing: 79% Customer services: 86%*	Refuse collection: 0% Recycling services: -1% Street Cleansing: -4% Customer services: -3%
Environmental	CO ₂ emissions	-12%	-34%	22%	2,312 tonnes	- 376 tonnes
Household recycling target	% of recyclable material collected against the total waste and recycling.	38%	28.6%	-9.4%	25.9%	+2.7%

* Graffiti significantly increased as businesses closed and shutters were targeted



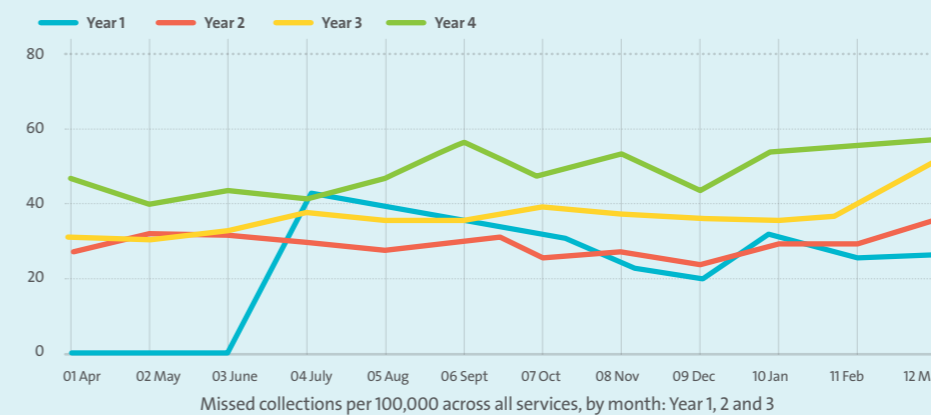
Key Outcome Targets

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

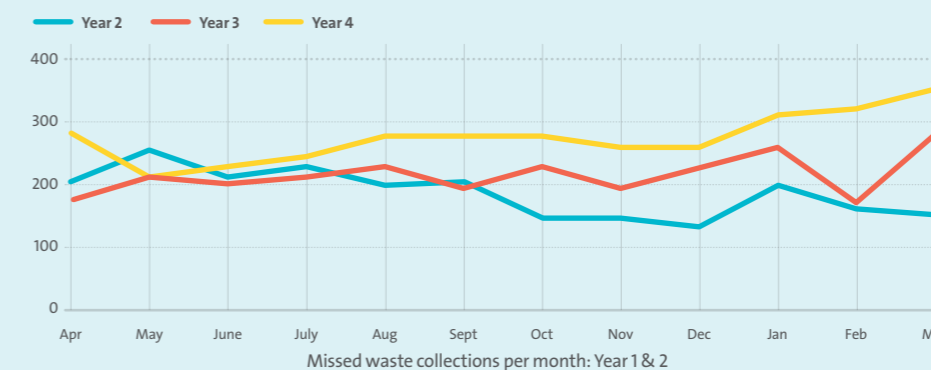
Although impacted by Covid, HGV driver shortage, and roadworks, missed collections across all waste and recycling collections were maintained at a level considerably lower than the contract threshold of 60 per 100,000 throughout Year 4, as demonstrated in the graph below.

Graph 1. Missed collections per 100,000 across all services, by month: Year 1, 2, 3 and 4



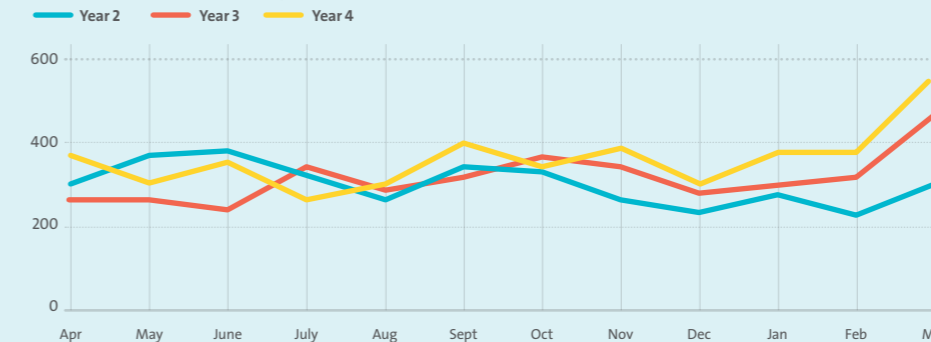
Graph 1 illustrates missed collections saw an increase in 2020/21 but are still below the annual target of 60/100k on average (49.87) despite the challenges of the pandemic. This can be attributed to multiple factors but predominantly staffing issues due to isolation, with March 2021 being the month 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 2, 3 and 4



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 4 with a monthly average of 273. missed collections per month. This is comparable to the monthly average of Year 3 which was 213 per month.

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

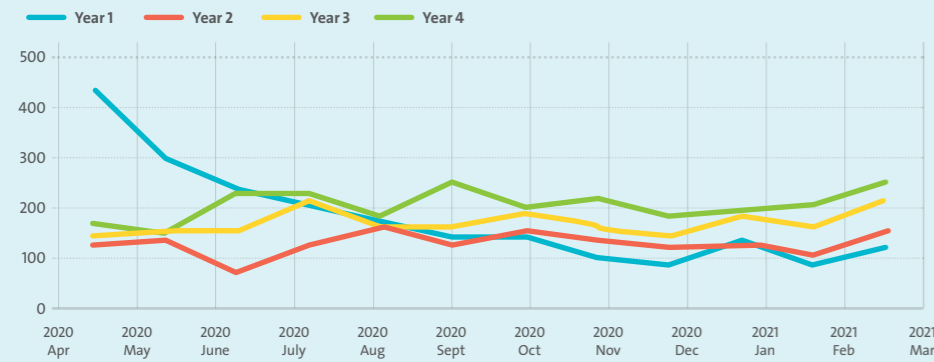


Graph 3 shows the total number of missed domestic dry recycling collections for both kerbside and communal properties. Missed recycling collections remained with acceptable parameters throughout Year 4, with a monthly average of 359. missed collections per month. This is comparable to the monthly average of Year 3 which was 321 per month.

*Year 1 data has been omitted from graph 2 & 3 for readability

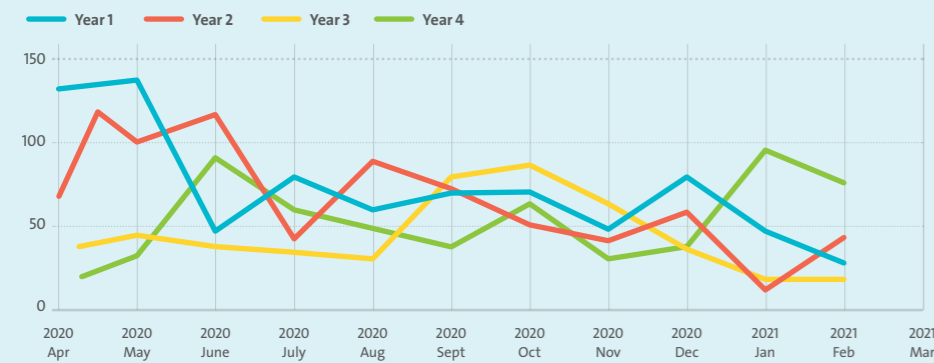
Collection Services

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



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 4, with a monthly average of 205 missed collections per month This is comparable to the monthly average of Year 3 which was 169 per month.

Graph 5. Missed garden waste collections per month: Year 1, 2, 3 and 4



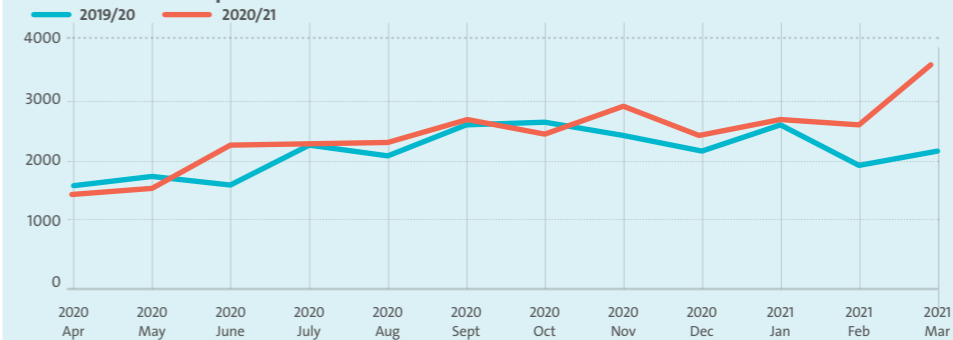
Graph 5 shows the total number of missed domestic garden waste collections. In Year 1 the monthly average for missed collections was 76, this reduced to 65 in Year 2 and further reduced to 46 in Year 3. Year 4 saw 49.5.



Cleansing Services

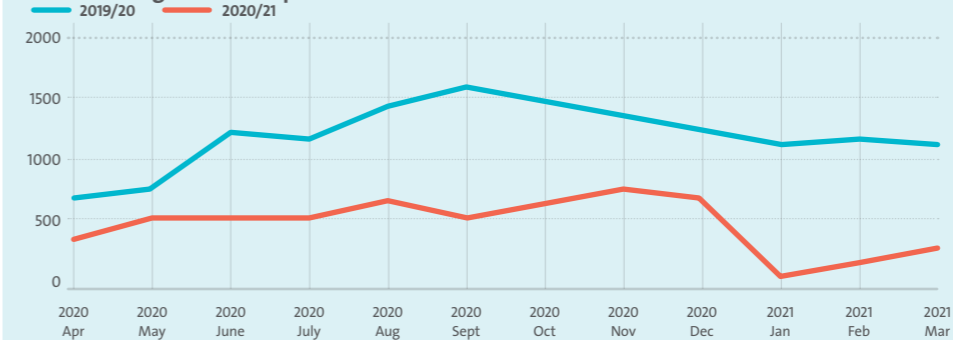
The Clean Camden (CC) and Love Clean Streets (LCS) reporting platforms continue to have high use among Camden residents. 5,313 new users signed up in Year 4, a 39% increase. Reporting frequency has stayed relatively similar with only an 11.5% increase. However, reporting dramatically spiked in the last month of 2020/21, indicative of higher participation in Year 5. Due to an upcoming app store policy change, a campaign will be run to encourage Camden residents to download the new LCS app.

LCS & CC Event Report



The Clean Camden (CC) and Love Clean Streets (LCS) reporting platforms continue to have high use among Camden residents. 5,313 new users signed up in year 4, a 39% increase. Reporting frequency has stayed relatively similar with only an 11.5% increase. However, reporting dramatically spikes in the last month of 2020/21, indicative of higher participation in Year 5. Due to an upcoming appstore policy change, a campaign will be run to encourage Camden residents to download the new LCS app.

LCS & CC Registration Report

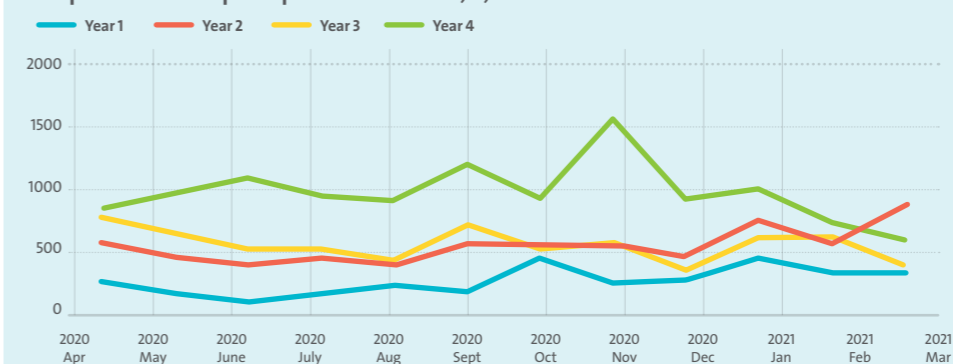


Graph 2. Reported fly-tips per month: Year 1, 2, 3 and 4



Fly-tipping reports increased by 62.3% in Year 4 compared to Year 3, this is largely attributable to a large proportion of proactive reporting by an engaged workforce. Proactive reporting makes up 38.6% of Flytip 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 4, 59% 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.

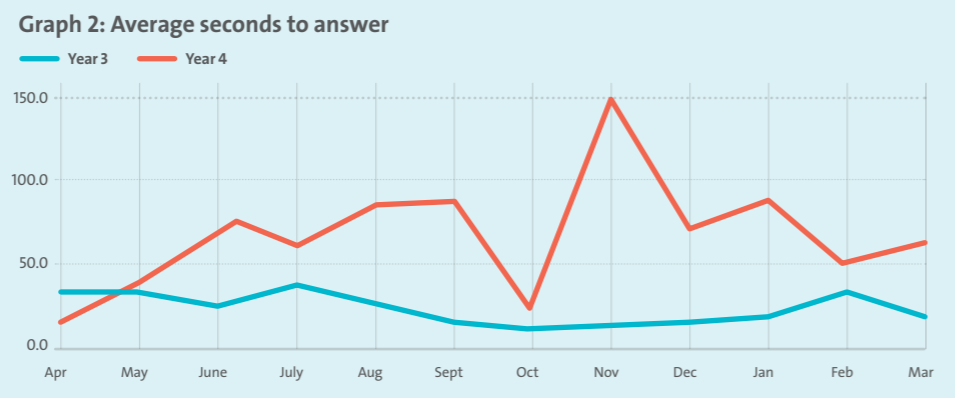
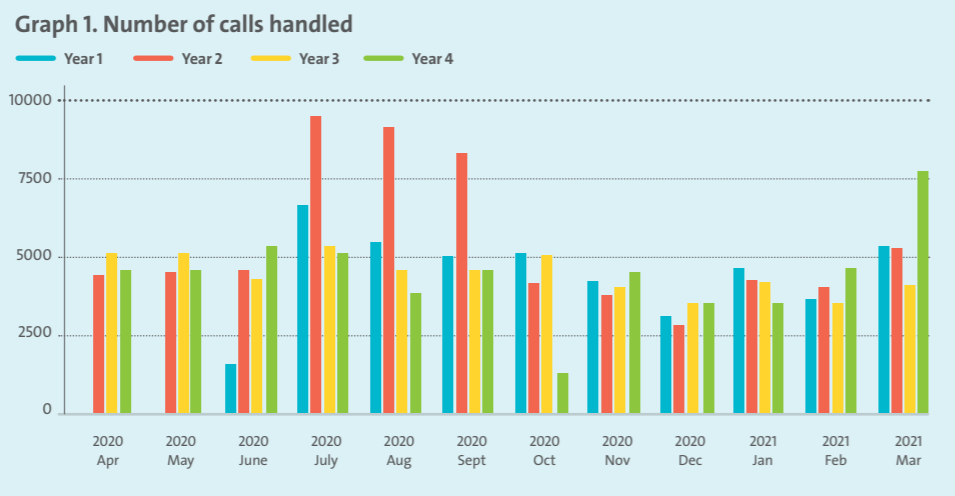
Graph 3. Graffiti reports per month: Year 1, 2, 3 and 4



There was a 75.5% increase in graffiti reports in Year 4 compared to Year 3. This is due to more shop fronts being closed, making it difficult to get waivers signed. 2.3% of all reports contained offensive graffiti. 'Tagging' accounted for 88.9% of the graffiti, as identified by Keep Britain Tidy.

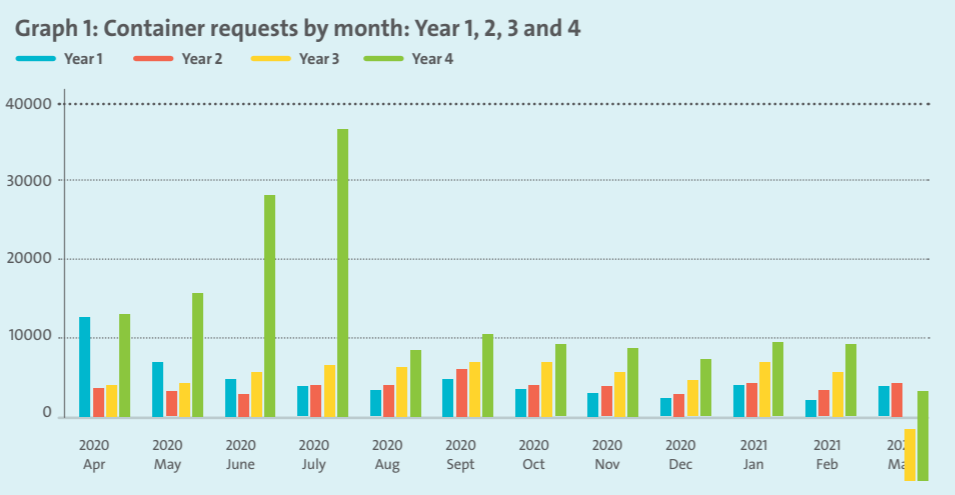
Customer Services

The call centre continues to be the primary channel through which residents can contact Veolia. The total number of calls handled was comparable to Year 3, with 54,116 calls handled. The average time to answer calls increased in Year 4, due in large part to staff shortages and directly corresponds with the 2nd National Lockdown in November. An independent customer satisfaction survey found that 89% of callers were satisfied with the quality of service provided by the call centre operatives.



Container Management

Year 4 saw a huge fluctuation in food waste container deliveries around the June-July period due to a combination of increased domestic demand as a result of lockdown behaviour change and a communications campaign. Microsite gatechecks are limited to requesting only suitable types and quantities of container types for their property.



Health and Safety

Health and Safety continues to be 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 also supported by AVA - 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 3 Totals	Apr 2020	May 2020	June 2020	July 2020	Aug 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Yr 4 Totals
RIDDOR Accidents	3		1	2				1			1			5
RIDDOR Incidents	0													0
Accident	43	3	1	6	2	7	5	5	2	5	3	3	1	43
Close Calls	46	1	1	2	14	2	3	24	55	61	27	41	79	310
LTI's	3		1	2	1	2		2			1			9
MD's	1							1						1
LTI & MD	4		1	2	1	2		3			1			10
Combined Lost Days	87		6	37	21	13		15			7	28	31	158

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. The two fully electric Goupil vehicles purchased in Year 3 have benefited the street cleansing service in Year 4, 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. The feasibility report commissioned in Year 3 to look into the requirements of transitioning to a fully electric fleet will be reviewed in order to further support Camden's targets of reducing and mitigating the impact of transport-based emissions. Due to both a better conversion efficiency of electric motors compared to diesel motors, as well as a lower carbon intensity of the UK electricity grid compared to burning diesel, a substantial carbon emissions reduction can be achieved by electrifying the fleet. The study showed that by electrifying the entire fleet and powering all vehicles from the grid would remove on average 2,328 tons of CO2 per year which is equivalent to getting 1053 cars off the road during that period.

In year 5 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

2020/21 saw the largest amount of grit used in the contract. 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 29 times and 265.5 tonnes of salted grit was spread across the borough. These figures are slightly higher but comparable to the previous year where there were 26 callouts and 216 tonnes of grit used.

Staffing

The management team of Veolia in Camden remained consistent during Year 4 of the contract.

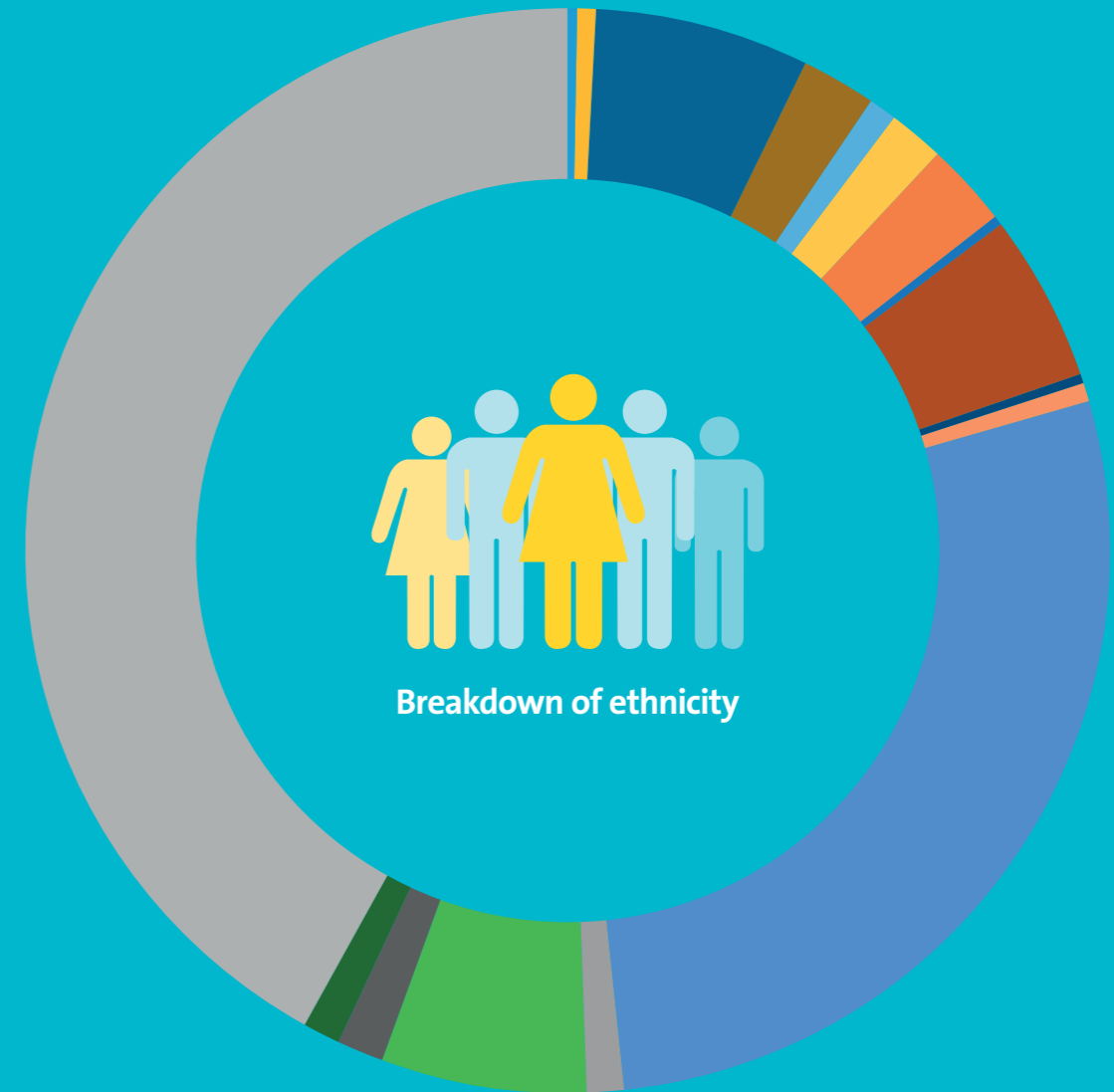
During Year 4, three operatives were enrolled onto a HGV apprenticeship.

Veolia also enrolled 7 other members of staff onto apprenticeship schemes which include the Team Leader/Supervisor, Customer Services and Business Administration courses.

Employee Performance:

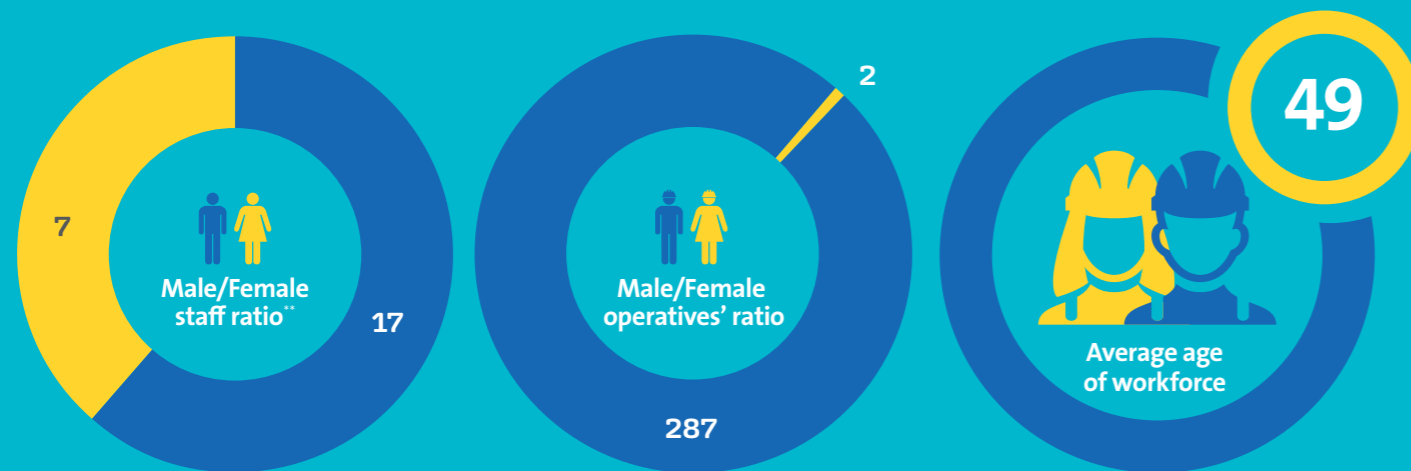
HR Statistic	Quantity
Staff turnover	62 Leavers - 23 Starters*
Average service length	11.4 Years
Number of unauthorised absences	430 (calendar days)
Total number of attendances on training courses	282
No. disabled staff	1
Average age of workforce	49

*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.



Breakdown of ethnicity

Equal Opportunities:



- Any other Asian Background 1
- Asian Indian 2
- Black British 19
- Mixed Other 7
- Mixed White and Black Caribbean 3
- White Irish 5
- Any other ethnic origin 10
- Asian Pakistani 0
- Black Caribbean 17
- Mixed White and Asian 1
- Refused to Specify 2
- White Other 80
- Asian British 5
- Black African 20
- Black Other 4
- Mixed White and Black African 4
- White British 133

Number of females in senior positions: 3

Number of disabled staff: 1

**Staff here refers to both management and administrative staff

Finances, deductions and corrections

The deductions stated are subject to review with Camden Council. At the time of writing the annual contract deductions for Year 4 were £60,937. This is significantly lower than previous years (Year 1: £224,848, Year 2: £135,541, Year 3: £71,170). 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.



Annual Contract Deductions

Annual contract target	2019/20 Outcome	2020/21 Target	2020/21 Outcome	2020/21 Contract deduction
Cleansing standards target	Litter: 5.28% Detritus: 5.26% Graffiti: 7.92% Fly Posting: 3.43%	Litter: 6% Detritus: 5% Graffiti: 3% Fly Posting: 1%	Litter: 4.03% Detritus: 4.30% Graffiti: 14.07% Fly Posting: 4.21%	Litter: £0 Detritus: £0 Graffiti: £25,000 Fly Posting: £7,500
Customer satisfaction target	Refuse collection: 87% Recycling services: 87% Street cleansing: 79% Customer services: 86%	Refuse collection: 72% Recycling services: 68% Street Cleansing: 72% Customer services: 90%	Refuse collection: 87% Recycling services: 90% Street Cleansing: 84% Customer services: 89%	Refuse collection: £0 Recycling services: £0 Street cleansing: £0 Customer services: £5,000
Household recycling target	25.9%	38%	28.6%	Recycling Service: £0

Monthly Contract Deductions

The level of monthly contract deductions for Year 3

Monthly Deductions Financial Year 2020/2021	
April 2020	£2,324.58
May 2020	£1,492.00
June 2020	£1,435.77
July 2020	£1,185.08
August 2020	£1,652.27
September 2020	£1,800.41
October 2020	£2,039.60
November 2020	£2,039.60
December 2020	£1,162.28
January 2021	£1,504.14
February 2021	£1,060.23
March 2021	£1,572.53
Total	£19,268.49



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 continued training in Year 4 to match bins to the onboard weighing devices.

In addition, Year 4 has seen the improved integration of ECHO and Salesforce, which has improved customer billing. The dynamic weighing of vehicles has allowed for greater data on businesses that are over producing.

These customers are then targeted and encouraged to recycle more of their waste, and positively impact the financial performance of the business waste portfolio.

The Love Clean Streets App (formerly Clean Camden) and Veolia microsite remains popular among residents. Software updates in the Love Clean Streets app provide better feedback for residents on their street cleansing reports.

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.

Improved cross-contract working through Veolia working groups has enhanced information sharing and best practice across London boroughs.

The shared vehicle workshop in the City of London continues to benefit Camden's resource and service efficiency.



Commercialisation and Growth

Veolia has a dedicated sales team in Camden, focused on growing the business waste and recycling service portfolio. In Year 4, the commercial portfolio increased to 1678 of which 55.3% use recycling services.

The key focus is to build the commercial portfolio back to pre-covid levels, however, with many premises and offices still not open, the market has shrunk considerably.

Communications

Year 4 of the contract has seen the Camden Education, Communications and Outreach (ECO) Team develop a shared Communications, Digital and PR strategy to facilitate the delivery and safety of operations during the pandemic. The core themes of this strategy are waste minimisation, service updates and a frontline staff campaign 'We Are Camden', helping to add value to the contract.

With traditional outreach work difficult during Year 4, the ECO team worked with the Camden Think and Do group, delivering an engaging webinar that showcased the Veolia Southwark MRF through a virtual tour and detailed recycling information at a local municipal level.

Similarly, Veolia's Recycling Fund for Communities (rebranded as the Sustainability Fund) continued to support a number of initiatives in Camden, including a reuse stall at Rhyl Primary School and the Energy Gardens project at Hampstead Heath station, transforming trackside spaces into thriving gardens.

Further engagement with the local Camden community can be seen in the development of a quarterly recycling newsletter that provides our stakeholders with up-to-date information on all things waste-related.

Veolia also supported the Great British September Clean, with 7 socially distanced litter picks taking place across Camden. Our automated process allows local residents groups easy access to the resources and is promoted through the Clean Camden toolkits.

The Fly-tip Reduction Plan targeted fly-tipping in Kilburn ward, using a range of communication channels including on-street signage, leaflets and social media to increase reporting and reduce the number of fly-tipped items in target areas.

Planning for the next phase of the project in West Hampstead ward was undertaken in Q4, as was the development of the NLWA estates project, focused on increasing recycling and reducing contamination across chosen Camden estates, trialling new infrastructure and competition communications.

Contract improvement plan 2021/2022

Projects and improvements proposed for contract year 2021/22 are listed below:

Increased Recycling

Estates

Estates are a huge segment of Camden's housing stock and an important area to deliver interventions if we are to improve recycling performance across the borough. Funding has been acquired through the NLWA to run a two tiered project looking to test minimum service specification and a communal contamination process across 900 properties. Camden Estates will also be issued refreshed signage through a bin stickering project covering the whole borough. The evaluation of the results and the sustained impact will be reviewed in December 2021 to guide next steps.

Veolia proposes trialling clear panelled recycling containers to test it's impact on operative contamination reporting. Clear panelled bins enable collection crews to see what is inside the bin and make more informed decisions about which bins to tip as recycling and which bins to leave and mark as contamination. Contaminated bins are later collected as rubbish. These findings will help support a return on investment analysis and provide recommendations for the use of clear panelled recycling containers on estates and large housing blocks.

Garden waste

Veolia plans to launch a campaign at the start of Year 5 to ensure garden waste subscribers continue to use the service and more residents subscribe.

The current subscription model will be reviewed in 2021/22 to be adapted to a 12 month rolling service. This will allow for the service to be promoted at intervals and for residents to sign up more seamlessly throughout the year. These changes are likely to be implemented no earlier than Q4.

Other recycling

Recyclables and coffee cups will continue to be collected in separate streams along high footfall areas in Year 5. Streets recycling will be recorded before being combined with co-mingled recycling and sent to the MRF. Coffee cups will be sent for reprocessing where the plastic lining is removed and the paper is turned back into paper products. Opportunities to expand the service will be reviewed as footfall increases across the borough and people return to the office.

Funding acquired in Year 4 through Material Change to expand the WEEE Kerbside Collection Service has been made unfeasible by the COVID-19 pandemic. Alternative sources of funding will be identified to deliver a Community WEEE collection and repair project.

Food waste

Veolia will support Camden with the food waste caddy liner service change agreed in March 2021. Camden residents will

no longer be able to order compostable liners free of charge from the Veolia microsite, and should instead collect them from Camden libraries and leisure centres. This will be communicated to residents via Camden's website, Veolia's microsite, on-site posters and a social media campaign that will promote alternatives to liners.

A project focusing on improving the food waste recycling rate of a low performing collections round through increased participation in the service will be designed to align with Food Waste Action Week (Q4). Food waste social media communications that link to upcoming calendar events will be developed. Food Waste reduction will be promoted through the promotion of Olio and Too Good To Go.

Working in the community

In order to meet our employment objectives Veolia will work closely with the Camden Employee Support Network (ESN) to provide employment opportunities and experience to unemployed residents in Camden, and will continue to work with local employment agencies that specialise in finding employment for former services personnel. Sign-on bonuses to attract HGV drivers into the industry will be considered at a national level.

Sustainability Fund

The Veolia Recycling Fund for Communities will be relaunched in June of 2021 as the Sustainability Fund. Veolia's Sustainability Fund will provide cash sponsorship, in-kind resources or staff volunteers to support not-for-profit organisations and community groups to transform their local community or environment. Projects will be looked favourably upon if applications meet the following criteria:

- Enhancing biodiversity
- Promoting sustainable waste behaviours (reduce, reuse and/or recycle)
- Protecting or preserving resources and the environment
- Its use of recycled, reused or reclaimed materials



Reducing Contamination

• Kerbside contamination procedure improvements

A cross-Veolia automated kerbside contamination procedure will be implemented in Year 5. Improved crew toolbox talks will aim to improve the reporting and tagging of contaminated recycling bins. Following reports raised by the collection crew, communications will be sent to the resident notifying them that their bin is contaminated and how to rectify the situation. The severity of communications will increase depending on the number of times contamination has occurred within a set time period, ending with a visit from the ECO Team and Camden SAMO.

• Communal contamination process improvements

A feedback process for contamination on Camden housing estates will be trialed using funding from the NLWA. Each week during the project contamination data from our collection crews will inform an estate leaderboard and 'traffic light' system to keep track of the estates recycling performance. This data will be relayed to residents using a poster near the recycling bin that is updated each week by the caretaker, as well as the Camden website, which will show how individual estates are doing compared to others in order to foster friendly competition.

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 5 in order to improve customer satisfaction.

• Bulky waste / WEEE portal

The Camden website remains the first port of call for updates on Veolia's services, providing clear updates as we navigate out of the pandemic. Veolia also plans to make all recycling resources, such as posters and stickers, available to Camden residents, caretakers and property managers via the Camden website. The Veolia 'Asset Bank' will host all live assets used in the LBC and Veolia contract, and will be accessible as downloadable files or available on request through a Google Form.

The Veolia microsite will be improved by placing increased gate checks on the amount of containers that can be delivered to certain property types, helping to save costs and resources delivering unnecessary containers. Work will also be undertaken to improve the clarity of text shown for flats above shops property collections.

• Love Clean Streets app

In Year 5 the Clean Camden app will be replaced by the Love Clean Streets app, as it will no longer be supported by telecoms operating systems. The Love Clean Streets app will allow residents to report antisocial waste issues such as illegally dumped rubbish, dog mess, graffiti and litter, and will allow Veolia to respond to reports as soon as possible using pinpoint location mapping. The Love Clean Streets app also includes features that will provide residents with real-time status updates on their reports, so they know when the issue they have reported has been received and dealt with.

• Annual service leaflets

Thirteen annual service leaflets will be developed and distributed to all residents in the borough by property type in Year 5:

- Weekday kerbside fortnightly rubbish and weekly recycling collections (10)
- Weekly kerbside rubbish and recycling collections (1)
- Communal collections (1)
- Flats above shops (FAS) collections (1)

These will be updated from the leaflets created in Year 4, and will be distributed by a third-party, saving costs when compared with previous years. FAS leaflets will be delivered every 6-months as part of the proactive delivery schedule containing orange rubbish bags and clear recycling bags.



Cleaner Streets

• Love Clean Streets App

In Year 5 the Clean Camden app will be replaced by the Love Clean Streets app, as it will no longer be supported by telecoms operating systems. The Love Clean Streets app will allow residents to report antisocial waste issues such as illegally dumped rubbish, dog mess, graffiti and litter, and will allow Veolia to respond to reports as soon as possible using pinpoint location mapping. The Love Clean Streets app also includes features that will provide residents with real-time status updates on their reports, so they know when the issue they have reported has been received and dealt with.

• Fly-Tip Reduction Project

The Veolia ECO team plans to build on the success of the trial phase of the project in Kilburn ward by completing the next project phase in West Hampstead. The data-lead project has proven to be successful in reducing the amount of illegally dumped rubbish on high-streets, and improved compliance from residents in flats above shops. Future iterations of the project will see a greater focus on civic pride.

• Camden Recycles Cups & Recycling on-the-go

Camden Recycles Cups, a funded project, will continue beyond funding to ensure cups littered on the street are captured for recycling. Recycling on-the-go will continue throughout year 4. Both projects will be monitored throughout the year and expansion of both projects will be considered.

Education

• Sustainable Schools

Veolia's Sustainable Schools programme will be launched in September 2021 and will focus on student-led group projects based around sustainability. Primary schools will be able to request a range of digital lessons covering topics on the 4Rs (Reduce, Reuse, Recycle, Recover), The Recycling Journey, and Littering. Camden secondary schools will be invited to enter the Sustainable Schools Competition that sets students the challenge to propose a project to tackle an environmental issue facing their school or local community.

• Outreach

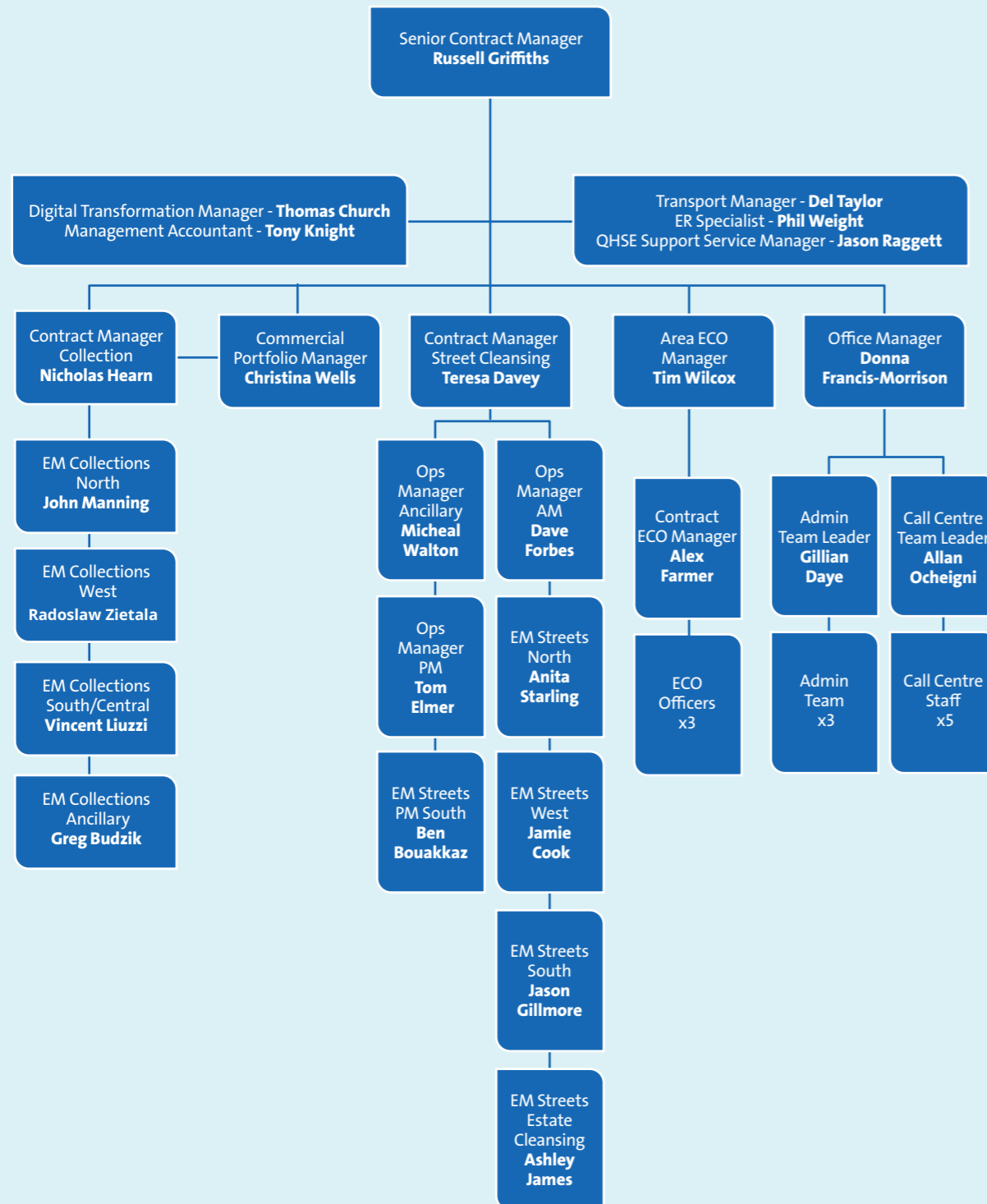
Outreach with schools will increase in Year 5 following the pandemic. This will include delivering assemblies around recycling and sustainable waste behaviours, litter picks and waste audits, as well as promoting the Veolia Sustainability Fund.

In response to Covid, outreach activity continues to become digitised and resources will be allocated to enhance our digital capability including training and updates to graphic design & media tools.



Appendix 1 - Organisation Chart 2021/22

Camden Contract Structure



Appendix 2 - Veolia Fleet

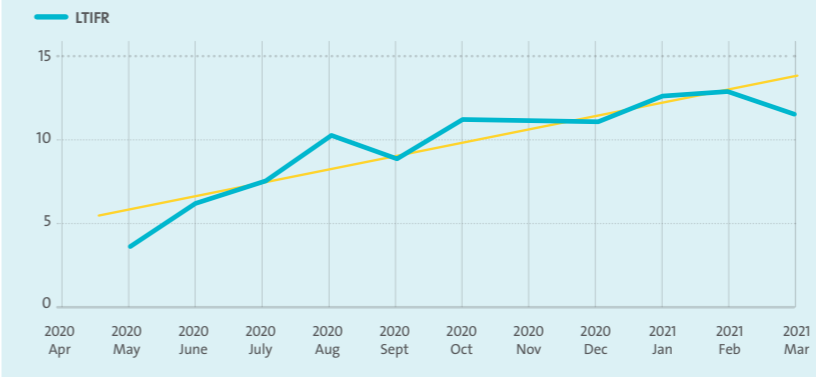
Service	Vehicle Description	Year 4 Quantity	
Collections	CNG - 26t split body RCV	3	
	CNG - 26t standard RCV	12	
	Diesel - 26t split body RCV	14	
	Diesel - 26t standard RCV	8	
	Diesel - 22t standard RCV	2	
	Diesel - 18t standard RCV	6	
Ancillary	Diesel - 3.5t panel van	1	
	Diesel - 7.5t box van	1	
	Diesel - 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	5	
	Electric - Bradshaw (buggy)	2	
	Electric - pedestrian sweepers	5	
	Diesel - 7.5t gritting vehicles	5	
	Parks and Estates	Diesel - 3.5t cage	3
		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
Total Accidents	0	0	6	2	7	5	5	2	5	3	3	1
Total Incidents	1	5	2	3	9	0	2	9	3	6	7	2
Total close calls	1	1	2	14	2	3	24	55	61	27	41	79
Total Lost Time Incidents (LTIs)	0	1	2	1	2	0	2	0	0	1	0	0
Total Modified Duties	0	0	0	0	0	0	1	0	0	0	0	0
Total RIDDORs	0	1	2	0	0	0	1	0	0	1	0	0
LTI Frequency Rate (LTIFR)	3.73	3.79	6.37	7.6	10.28	8.92	11.37	11.28	11.21	12.74	12.93	11.56
Combined LTI/MDFR	4.98	5.06	7.65	8.87	11.57%	10.19	13.89	12.53	12.64	14.01	14.22	12.85
Combined Days lost as %	0.90%	0.08%	0.08%	0.10%	0.11%	0.11%	0.12%	0.11%	0.11%	0.12%	0.15%	0.16%



Graph 1. LTI Frequency Rate (LTIFR)

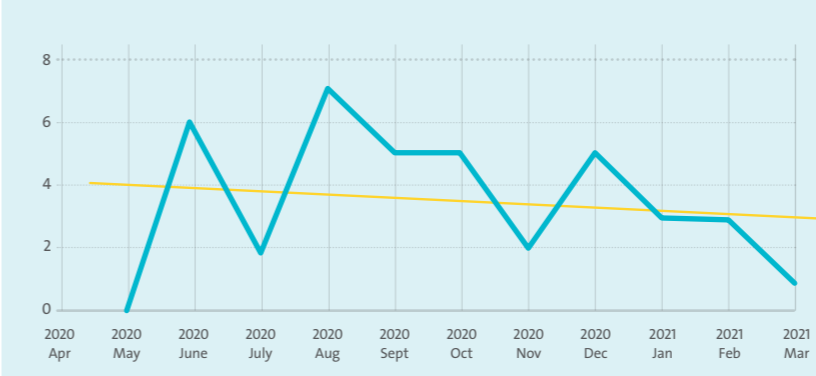


Notes on Health and Safety Data:

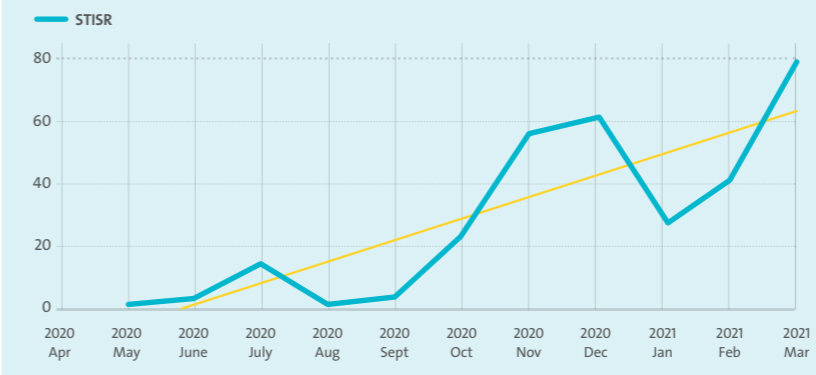
LTI = Accident or injury that sees an injured person unable to return to work beyond the day of the accident.

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.

Graph 2. Total Accidents



Graph 3. Total Close Calls



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