



Environment Services Contract

—
Annual Review
2022-2023

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**Contract
Improvement Plan**
2022 - 2023

This annual service report provides information relating to the performance and service delivery of the contractual agreement between Camden and Veolia in 2022/23, 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 2023-24.

Statement from the Senior Contract Manager

As per the previous year the biggest challenge in Year 6 remained the staffing issue and vehicle reliability issue. Although the HGV driver situation improved throughout the year, sweeper recruitment still remains an issue. Unfortunately the vehicle situation got gradually worse especially with regards to the gas powered RCVs and a program of engine replacements for these vehicles is currently taking place. New legislation with regards to the collection of items that contain POPs (persistent organic pollutants) and the reclassification of some fly tipped hazardous items has made us look at the way we collect/dispose of such items and could have significant cost increase implications. After over 45 years in the municipal industry, 20 years of which were in my current position I will be retiring at the end of May.

I would like to thank all those I have worked with over this period with a special thanks to my management team and the Camden Client.



Russell Griffiths
Senior Contract Manager



Statement from Rachel Bailey

Head of Environment Services

The commitment of staff to ensure the continued delivery of our key services for residents and businesses across the borough has remained excellent, demonstrating flexibility and adaptiveness to minimise disruption and maintain the core services through a range of challenges.

The efforts of frontline staff and Veolia managers in responding to national staffing and resourcing issues, as well as the extremes of severe weather events have been backed up by the continued successful delivery of contingency plans that ensured the safety of staff and while maintaining our core services. Overall, 2022-23 has been a solid year of service provision with some performance improvements alongside the welcome introduction of new initiatives to reduce waste and support more sustainable neighbourhoods in Camden.

The improved reported health of staff and consistency in collection teams is good to see, along with further reductions in missed collections. Street cleansing activities continue to be wide-reaching, with standards comparable to the London region, but issues remain to be tackled with litter and graffiti.

There were also a number of successful projects with businesses, schools and residents - developing relationships with a range of partners to deliver events and engage with communities across the borough on recycling, repair and resource use.

We look forward to seeing more of this in the remaining years, as these efforts and relationships can only help the partnership meet the challenges ahead as we seek to further improve on this good performance. I would like to also thank Russell for his work and acknowledge his service and commitment to Camden over the years – the Camden Environment service all wish him well in his retirement.

Contract Overview and Partnership Structure

2022/23 was the sixth 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 environment 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 outline 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 2022/23

Year 6 of the eight-year contract saw a near-return to normal operational measures as the Covid-19 pandemic started to cause less disruption. There were lower rates of Covid infections and general sickness, which resulted in less days being lost and a lower turnover of staff for both collections and streets.

The collection crew were able to be sent out on routine rounds more regularly ensuring collections were completed more often than not. This is reflected in the lower missed collections across Year 6 compared to previous years.



Adapting to the cost of living crisis represented a potential challenge, with third-party suppliers looking to pass on increased prices of materials. Negotiations ensured lower rates were implemented for large orders of stock, thus costs were lower on the contract for both residential and commercial products.

The commercial portfolio team expanded with a project manager, customer service manager and an

additional sales representative roles added. The expansion enabled strong portfolio growth and exceeded contract targets. The customer service for customers also improved, with repeat enquiries decreasing by 17% from April 2022 to March 2023 and first time enquiries being completed 96% of the time. The commercial team committed to more collaboration across teams and this enabled more joint project work and a closer working relationship.

Highlights



The Education, Communication and Outreach (ECO) team expanded their engagement offerings.

Delivering more community events, school workshops and communications than previous years that were impacted by the Covid-19 pandemic. The electrical repair events "Fix and Do" were successfully launched and expanded across the borough through partnerships with Camden Fixing Factory and Think & Do. Plans have been developed to expand the events further in Year 7.



Veolia Orchard was supported in Camden with four schools receiving fruit trees and participating in planting events.

Additionally, themes such as litter, recycling, food waste, and climate change were addressed in school workshops. The first MRF tours in the Southwark facility were delivered after the pandemic for students from Camden.



Community work continued to be important for the ECO team with seven projects funded through the Sustainability Fund.

Two projects were delivered to help address fly-tipping and increase food waste participation. Lastly, we successfully launched the StreetKind campaign with the aim of raising awareness of the abuse operatives face while working. No one should face abuse while doing their job and the campaign highlighted the issues our frontline staff face through communications around the borough.

Challenges

Recruitment and staffing remained a challenge into year six for both collections and streets. The shortage of HGV drivers resulted in managers being adaptive and redeploying staff to help cover rounds. All service disruptions were communicated to residents via Veolia's customer service team and through written communications where necessary. Veolia continued to upskill drivers and provide them an HGV licence as well as provide financial incentives to external applicants and staff who refer candidates.

In summer 2022, London experienced three heat waves with the temperature being well above 30°C on multiple occasions and reaching over 40°C. This resulted in unique challenges for our crew and we adapted by ensuring our staff were well protected during these conditions. Collections started earlier to avoid the extreme weather and when the temperature reached over 35°C operations ceased.

Sales for the commercial team were strong across the year but dropped towards the end of 2022 and into January 2023. The cost of living crisis, industrial action and severe weather all impacted businesses and their service levels. In turn, this resulted in lower waste volumes and a higher number of pre-pay customers, who did not sign onto a contract.

The ECO team had capacity issues impacting their work in August 2022 with internal changes and staff departures. Proactive planning and collaboration with operational teams helped limit the impact of the capacity issues, and project work was moved until later in the year. Recruitment continued and the team was back to full capacity at the start of October 2022.

IT systems created various challenges for different teams across the business. Integration issues between systems have improved significantly, however issues are still present. Long-term development solutions are currently being explored and work will continue to improve IT systems across the business.



Annual Contract Targets

Annual contract targets are shaped around the contract outcomes and are listed below in Table 1 along with the 2021/22 outcomes.

Annual Contract Target	Definition	2022/23 Target	2022/23 Outcome	Difference from Target	Previous Year (21/22) 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: 7.31% Detritus: 5.01% Graffiti: 11.81% Fly-posting: 5.56%	Litter: +1.31% Detritus: +0.01% Graffiti: +8.81% Fly-posting: 4.56%	Litter: 4.49% Detritus: 5.53% Graffiti: 11.71% Fly-posting: 3.52%	Litter: +2.82% Detritus: -0.52% Graffiti: +0.1% Fly-posting: +2.04%
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: 81% Recycling services: 82% Street Cleansing: 72.5% Customer services: 89%	Refuse collection: +9% Recycling services: +14% Street Cleansing: +0.5% Customer services: -1%	Refuse collection: 83% Recycling services: 89% Street Cleansing: 77% Customer services: 88%	Refuse collection: -2% Recycling services: -7% Street Cleansing: -3.5% Customer services: +1%
Business recycling and waste service targets	Increase the number of business customers in the recycling portfolio	10%	60%	+ 50%	36.78%	+23.22%
Household recycling target	% of recyclable material collected against the total waste and recycling	39%	27.6%	-11.4%	28.30%	-0.7%

2022/23 Environmental Performance

	Units	Tonnes CO ₂ eq.
Compressed Natural Gas (CNG)	137,165	68
Diesel	759,770 L	2,030
Electric vehicles	32,794 mi	16
Total CO ₂ eq.		2,114

2022/23 target	2022/23 outcome
-12% from baseline	-28% from baseline

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Key Outcome Targets

Key outcomes 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 6, as demonstrated in the graph below.

Graph 1. Missed collections per 100,000 collections across all services, by month: Year 1-6



Graph 1 illustrates missed collections, which saw an decrease in 2022/23 and remained below the annual target of 60/100k on average (44.49). The decrease can be attributed to the ease of the pandemic which caused staffing issues and having less vacancies through-out the year.

Graph 2. Missed waste collections per month: Year 4, 5 and 6



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 6, with an average of 898 missed collections per month. A decrease from last year's monthly average (which was 986 per month) shows the positive steps taken from the challenges of last year. There is still a way to go to reach pre-pandemic levels of missed collections.

Graph 3. Missed recycling collections per month: Year 4, 5 and 6



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 6, with an average of 295 missed collections per month. This is the leading monthly average since the current contract began.

Collection Services

Graph 4. Missed food waste collections per month: Year 4, 5 and 6



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 6, with an average of 179 missed collections per month. This is improved from Year 5 which was 197 per month.

Graph 5. Missed garden waste collections per month: Year 4, 5 and 6

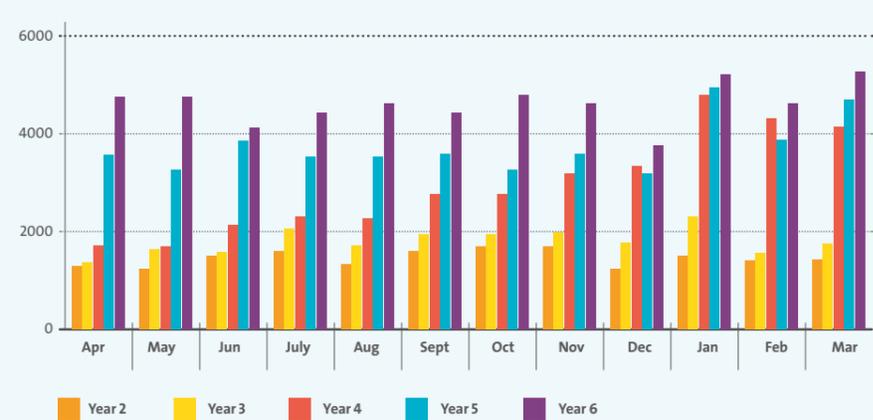


Graph 5 shows the total number of missed domestic garden waste collections. In Year 4 the monthly average for missed collections was 50, this increased to 86 in Year 5. Year 6 missed collections decreased to 80.



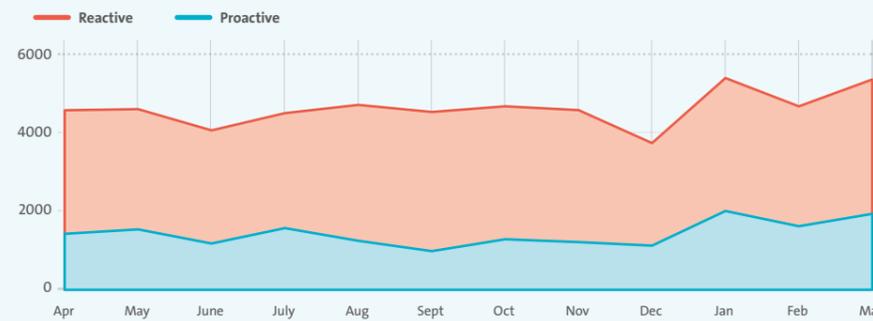
Cleansing Services

Graph 1. Reported fly-tips per month: Year 2, 3, 4, 5 and 6



The Love Clean Streets (LCS) app continued to be used by residents around Camden. A total of 2,037 new subscribers used the app in Year 6.

Graph 2. Proactive and Reactive Fly-tips



Fly-tipping reports increased by 23% in Year 6 compared to Year 5, this is largely attributable to a large proportion of proactive reporting by an engaged workforce and residents. Proactive reporting makes up 34.1% 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. The chart below shows the combined number of proactive and reactive fly-tips reports for Year 6.

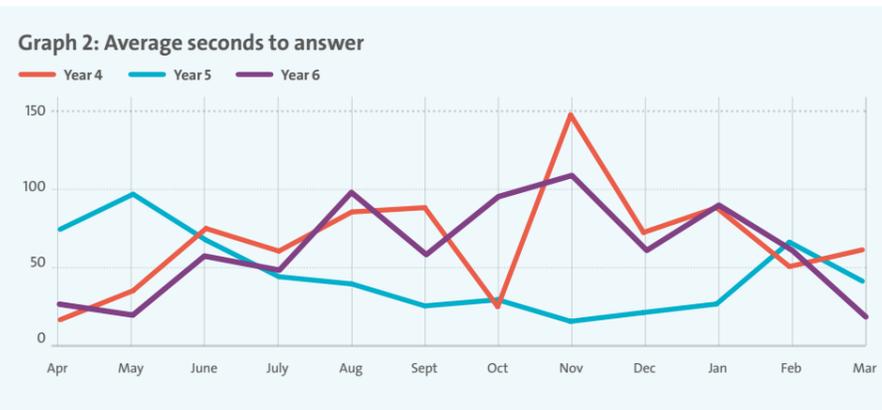
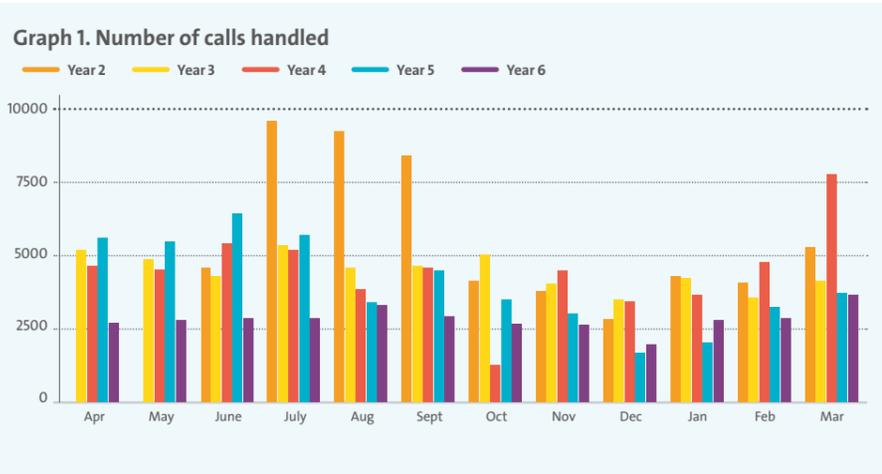
Graph 3. Graffiti Reports per Month



There was a 1.76% decrease in graffiti reports in Year 6 compared to Year 5.

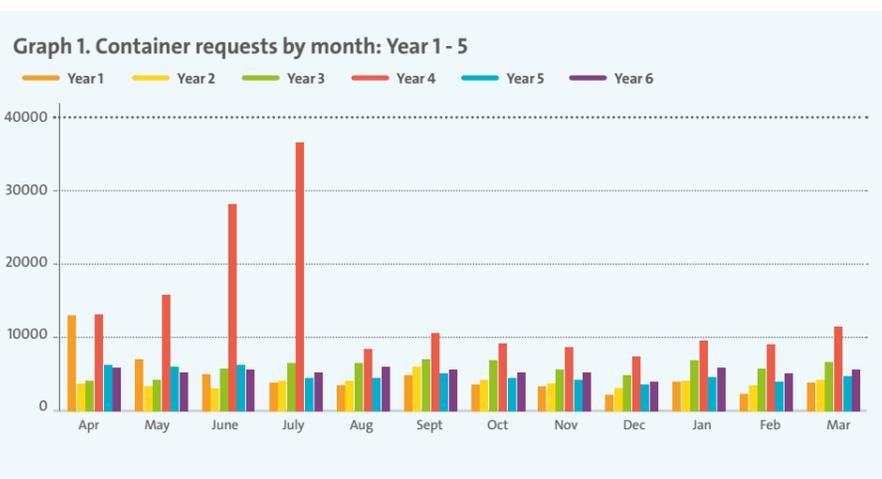
Customer Services

The call centre continues to be the primary channel through which residents can contact Veolia. The total number of calls handled was lower than Year 5, with 34,571 calls handled. The average time to answer calls increased in Year 6, due to staff availability issues. 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

Container requests were comparable to Years 1 to 3 and Year 5. They were significantly lower than Year 4.



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/Ecoline - 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. In addition, with more activity within AVA/Ecoline, there is a greater opportunity for gathering data and in turn providing better analysis, enabling effective investigations.

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 5 Totals	Apr 2022	May 2022	June 2022	July 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Yr 6 Totals
Total RIDDOR	1	0	0	0	0	0	0	1	0	1	0	0	1	3
Accident	37	1	0	3	2	4	4	1	1	2	2	1	1	22
Incidents	24	2	1	0	2	0	1	0	1	1	1	2	1	12
Close Calls	445	45	106	47	40	25	55	49	53	40	74	79	75	688
LTI's	2	0	0	0	0	0	0	1	0	1	0	0	1	3
MD's	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LTI & MD	2	0	0	0	0	0	0	1	0	1	0	0	1	3
Combined Lost Days	109	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.05%	0.08%	0.13%	0.16%	0.21%	198

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 three have continued to benefit the street cleansing service in Year six, 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 Emission Zone (ULEZ) standards. Pollution from vehicles is also minimised by the use of technology which optimises route mapping and reduces unnecessary journeys. In addition, an anti-idling campaign was run internally to remind staff to switch off their engines.

In Year seven, we will continue to review fleet electrification, learning from the experiences of neighbouring boroughs and contracts. A significant investment is required in changing infrastructure.

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

Winter Service

In 2022/23 we saw an increase in grit use after a particularly quiet year in Year five. 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 27 times and 232 tonnes of salted grit was spread across the borough. These figures were comparable to Year four, when there were 29 callouts and 265.5 tonnes of grit used and higher than Year five, when there were 15 callouts and 77 tonnes of grit used.

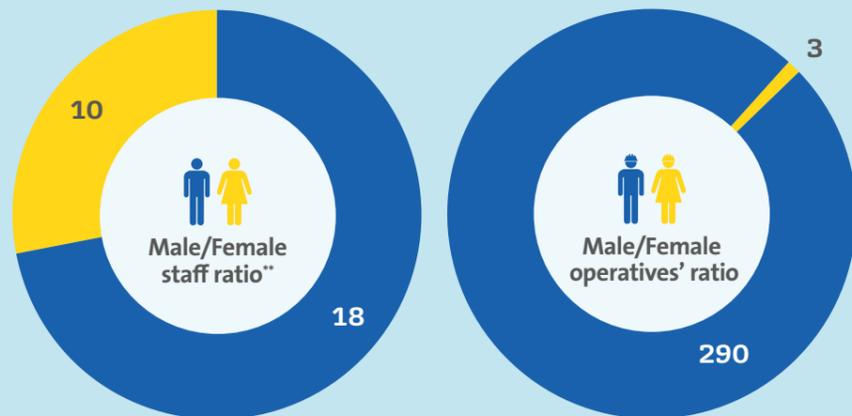
Staffing

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

Employee Performance

HR Statistic	Quantity
Staff turnovers	38 Leavers - 38 Starters
Average Service Length	13.2 Years
Number of Unauthorised Absences	183 calendar days
Total number of attendances on training courses	115
No. of disabled staff	4
Average age of workforce	51

Equal Opportunities:

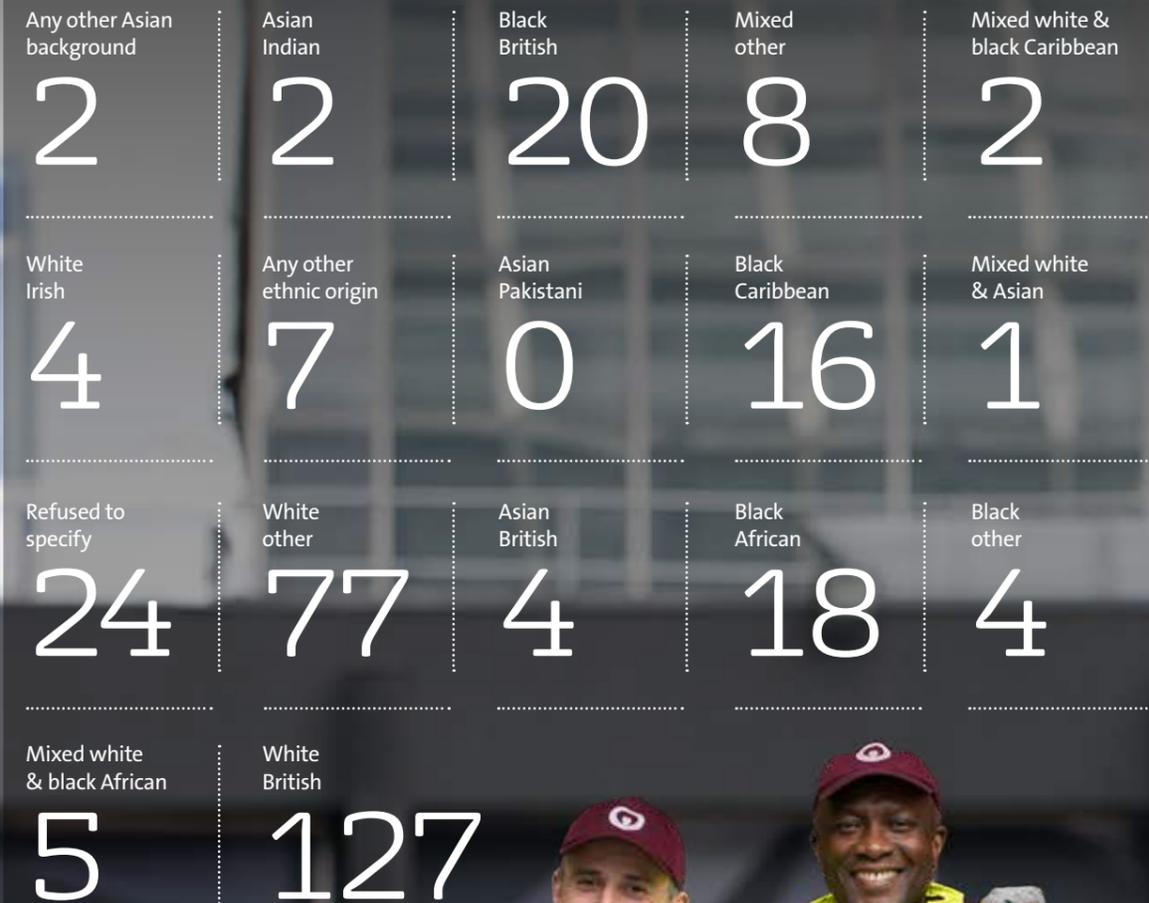


Number of females in senior positions:
 ♀♀♀♀♀ 4

Number of disabled staff:
 ♿♿♿♿ 4

**Staff here refers to both management and administrative staff

Breakdown of ethnicity



Finances, Deductions and Corrections

Annual Contract Deductions

Annual contract target	2021/22 Outcome	2022/23 Target	2022/23 Outcome	2022/23 Contract deduction
Cleansing standard target	Litter: 4.49% Detritus: 5.53% Graffiti: 11.71% Fly-posting: 3.52%	Litter: 6% Detritus: 5% Graffiti: 3% Fly-posting: 1%	Litter: 7.31% Detritus: 5.01% Graffiti: 11.81% Fly-posting: 5.56%	Litter: £20,000 Detritus: £0 Graffiti: £25,000 Fly-posting: £10,500
Customer satisfaction target	Refuse collection: 83% Recycling services: 89% Street cleansing: 77% Customer services: 88%	Refuse collection: 72% Recycling services: 68% Street cleansing: 72% Customer services: 90%	Refuse collection: 81% Recycling services: 82% Street cleansing: 72.5% Customer services: 89%	Refuse collection: £0 Recycling services: £0 Street cleansing: £0 Customer services: £5,000
Household recycling target	28.30%	39%	27.6%	Recycling Services: £0



At the time of writing the annual contract deductions for Year 6 were £60,500. This is lower than Year 5 (£67,760.75) and comparable to Year 4 (£60,937). This 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 Financial Year 2022/23

April 2022	£1,276.24
May 2022	£979.63
June 2022	£1,344.61
July 2022	£1,458.56
August 2022	£2,096.68
September 2022	£2,951.30
October 2022	£2,016.91
November 2022	£2,085.28
December 2022	£1,059.74
January 2023	£1,242.06
February 2023	£1,561.11
March 2023	£2,191.47

2022/23 Total

£20,191.59

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 Clean Camden 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 Commercial Portfolio team in Camden, focused on growing the business waste and recycling portfolio. This contract year, the team expanded and introduced resources for customer retention. In addition, the team managed private residential estates, delivered projects and offered customer service management.

There was a key focus throughout the year to improve monthly data to enable clear reporting of successful service outputs. Moreover, pro-active processes were introduced across all teams and projects were delivered to improve the service offering.

The sales team have continued to build the commercial portfolio back towards pre-COVID levels, increasing the number of customers by over 440 within the year.

Education, Communications and Outreach



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 were maintained throughout the year such as service letters and annual service leaflets.

Key projects delivered by the Veolia ECO Team included the Fly-tip Reduction Plan in Somers Town and the first phase of the food waste participation project. This phase of the Fly-tip project incorporated business interventions and the inclusion of Kingdom Enforcement Officers. The food waste project focused on low participation areas in Camden and used a range of communication channels. The learnings generated from the projects will be used to develop the next phase of the plan in Bloomsbury, while the food waste project will expand in scope to encapsulate an entire round.

The ECO Team worked with new local organisation Camden Fixing Factory, and Think&Do to launch their first joint WEEE repair event in the borough. Two events were hosted in Year six, and the learnings generated will help host more events in the future. The StreetKind campaign was launched across the contract to raise awareness on the issues our staff face each day. The campaign saw communications launched across various channels such as vehicle livery, posters and barrow boards.

The ECO team continued to deliver workshops and assemblies to local schools on topics such as recycling, food waste and litter. The team also hosted their first tour of the MRF facility at Southwark since the Covid-19 pandemic. Other outreach activities included litter picks, doorstepping, recycling stalls at markets and a festive workshop. Veolia's Sustainability Fund supported seven local projects. Projects included: community greening projects, energy-saving advice for residents and fixing events held at the Library of Things.

Veolia Camden also supported the Great British Spring Clean and a total of 23 litter-picking events throughout Year 6. Over 300 residents participated in events with over 100 bags collected. All groups were provided with resources and the street cleansing and collection teams helped by providing post-event collections.

Contract Improvement Plan 2023/2024

Increasing Recycling and Reducing Contamination

Estates

Estates will remain a key focus for Year 7, as it has huge potential for improvement and is a vital element to improving the recycling performance in the borough. The ECO team will increase their presence on estates by supporting the client's Estate Action Days and providing communications for new containers installed on estates. The ReLondon flats recycling toolkit will be used to improve the facilities on an estate and develop a best practice guide for all estates in the borough. Initiatives from other organisations will be supported, such as trialling a low-waste estate and promoting Plastic Free July.

Kerbside

Kerbside contamination will be tackled in Year 7 by targeting the most contaminated streets with specific communications and interventions. Stickers, door-knocking and letters will be utilised with the aim of improving resident's recycling knowledge and decreasing contamination.



WEEE

Building on the first two WEEE repair events in partnership with Camden Fixing Factory (CFF), more "Fix and Do" events will be hosted in different estates around Camden. To complement the fixing, recycling and reusing will become an increased element of the events.

Our partnership with CFF will help support a trial to fix more electrical devices in Camden before they enter the waste stream. Veolia will collect any material that cannot be fixed and recycle them.



image from <https://www.wearepossible.org/latest-news/the-fixing-factory-is-open> can we have permission to use it?

Downloaded the toolkit which is in client services> brief folder can we have permission to use it?



Making recycling work for people in flats: Toolkit for the Flats Recycling Package Revised 2022

Food Waste

A larger food waste participation project generated from the learnings in Year six will be delivered. The project will target a poor performing round through the delivering of resources with the aim of improving participation.

Workshops and resources will be delivered throughout Year seven, by working with Think&Do on selected estates to raise awareness of food waste and promote waste minimisation.



image from <https://noelito.medium.com/a-look-back-at-my-year-at-camden-e028f-2fa07cd> can we have permission to use it?

Cleaner Streets

Reduce Fly-tipping and Litter

The next phase of the fly-tipping project will focus on Bloomsbury ward. To increase resident awareness, the leaflets, letters, on-street signage, stencils, digital campaigns and awareness events will be localised to Bloomsbury. The project will link to the existing “Do the right thing with your waste” campaign and the BIDs in the area.

Relaunch of initiatives

Recycling-on-the-go and the coffee cup recycling initiatives will be relaunched after being suspended by the Covid-19 pandemic for the past two years. The recycling-on-the-go initiative will increase the amount of recyclable material being collected and the coffee cup recycling initiative will divert coffee cups from general waste streams.

Increase Customer Satisfaction

Annual Service Leaflets

Thirteen annual service leaflets will be developed and distributed to all residents in the borough by property type in Year 7:

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



Similar to previous years, the leaflets will be distributed by a third-party distribution company (which continues to provide the best value). A QR code linked to a feedback form on the service leaflet will be included on the service leaflets. FAS leaflets will be delivered every 6-months as part of the proactive bag delivery schedule.

StreetKind

Building on the success of the StreetKind campaign, launched in Year 6, we will continue to promote the campaign internally and externally. Barrow boards, posters and uniform will be used to connect residents with on street staff to build relationships. Plans to develop an additional supporting event will be made in Year 7.



Maximise awareness of waste-related sustainability

Reduce Single-use Plastics

The Veolia ECO team will support Plastic Free July through a digital campaign and a localised campaign on an estate. Residents on Templar Estate will be encouraged to reduce their single use plastic usage and will be provided with resources that help reduce their waste. In addition, a waste minimisation leaflet will be developed.

Sustainability Fund

Veolia will support seven projects that were successfully funded as part of Veolia's 2022 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 2023 for community projects to pitch 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, food waste and waste minimisation. Workshops, assemblies and litter picks will be offered and Veolia Orchard will be relaunched.



Sustainable Schools

One successful school from the competition last year will be supported through funding of £1,000 and compost, which will go towards the creation of a school garden. 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 outreach offering will include educational stalls, workshops, litter picks and resource delivery. The team will support campaigns such as The Great British Spring Clean and Recycle Week. Our outreach will raise awareness on the importance of recycling and waste minimisation.



Veolia Orchard

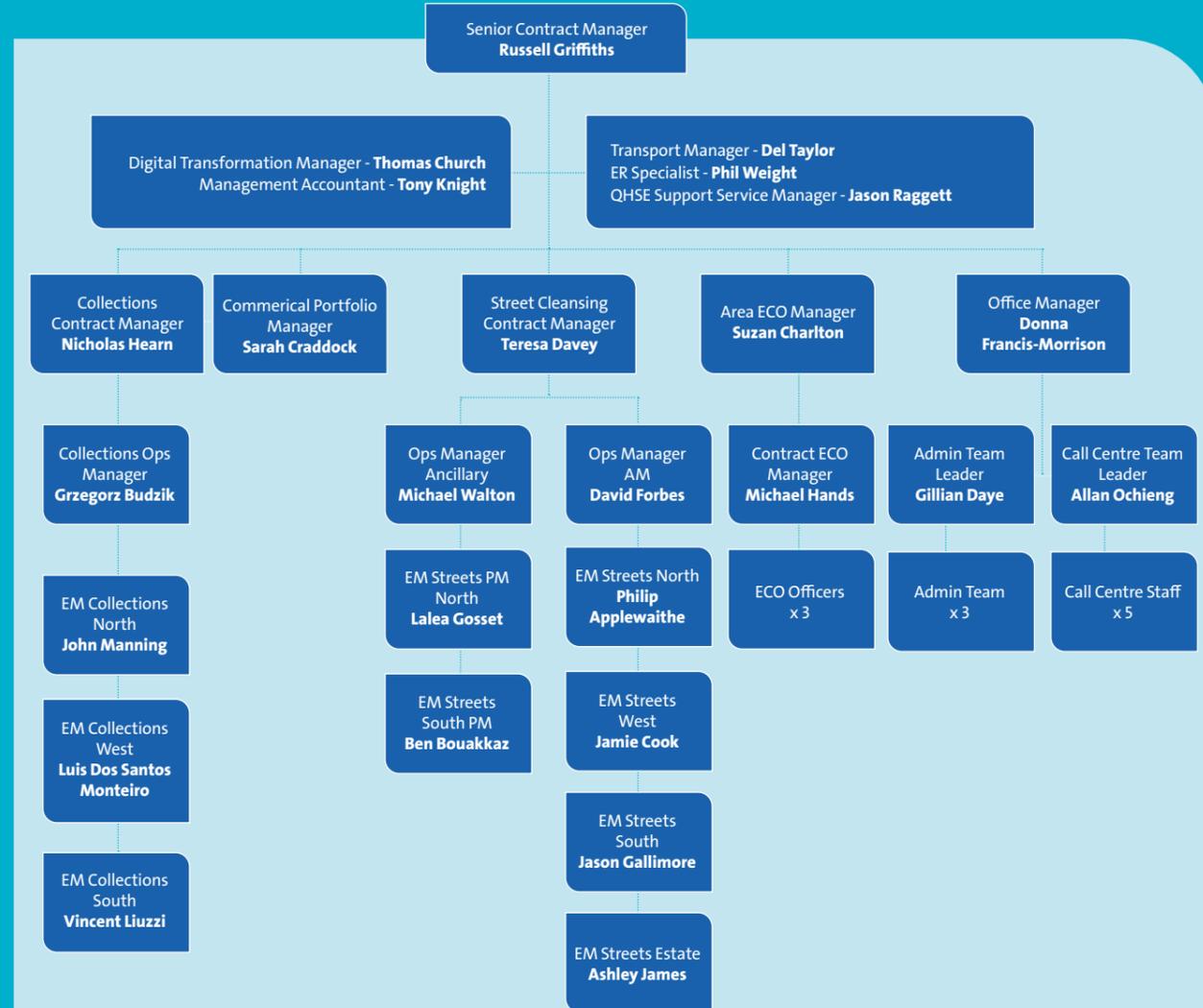
Four schools were successful in their application to Veolia Orchard in Camden. Schools will receive five fruit trees and the ECO Team will run planting sessions with students at the schools. The campaign will be relaunched in 2023 with strawberry plants added to the offering for schools with a lack of space for trees.

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 and 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 4	Year 5	Year 6
Collections	CNG - 26t split body RCV	3	3	3
	CNG - 26t standard RCV	12	12	12
	Diesel - 26t split body RCV	14	14	15
	Diesel - 26t standard RCV	8	9	11
	Diesel - 22t standard RCV	2	6	6
	Diesel - 18t standard RCV	6	5	4
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	1	1
	Electric - Nissan vans	6	6	6
	Diesel - Garchey tanker	1	1	0
Cleansing	Diesel - 18t standard RCV	1	2	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	4	4
	CNG - 3.5t vans	3	3	3
	Diesel - water tanker/flusher	1	1	1
	Electric - Goupil	5	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	1	6	2	4	1	4	2	6	3	1	1	5
Total Incidents	2	9	1	2	2	2	0	0	0	0	1	0
Total close calls	45	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



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