

Environment Services Contract

—
Annual Review
2023-2024

Contract Improvement Plan
2024-2025



This annual service report provides information relating to the performance and service delivery of the contractual agreement between Camden and Veolia in 2023/24, as outlined in the Contract Management Schedule. This report includes detailed appendices on structures, fleet, and health and safety. This document also includes the Contract Improvement Plan for 2024-25.



Statement from the Senior Contract Manager

For Year 7 I am pleased to say we continue to work hard to deliver a good service to the residents and businesses of Camden. The securing of an eight year contract extension as well as the £1.1 million investment has been a key highlight and will give us the opportunity to continue delivering an excellent service to the borough.

Throughout Year 7, we continued to overcome challenges such as the shortages in the HGV driver market. In the summer of 2023 we launched our loader to HGV driver initiative, this was to alleviate the pressures faced in the driver market and provide job opportunities and advancement for Camden residents. This has been a success story in our collections service with 12 new staff joining and 6 successfully receiving HGV driver training. We will be looking to extend this programme to our streets service in 2025.

The Commercial Team has seen growth of £1.3 million in their portfolio over the year despite a highly competitive marketplace and changes to the business environment post pandemic.

I am also delighted that our Call Centre continues to deliver an excellent service for resident enquiries, with calls answered and call waiting times remaining on target.

Overall, the management team have remained diligent and proactive to the borough's needs and continue to provide a professional and collaborative service with the Borough of Camden. I would like to thank every member of staff for their contribution to making the contract a success.



VICTOR EVANS
Senior Contract Manager

Statement from Rachel Bailey

Head of Environment Services

I would like to welcome Victor and all other new members to the team and thank every member of staff across the partnership for their efforts to maintain performance and ensure key waste collection and street cleansing services are provided for our residents and businesses.

Collections across all services remained strong and consistent with teams proactively looking to maintain and improve performance.

It's good to see the hard work of the street cleaning crews reflected in the improved litter and detritus scoring. The team have faced challenges with an increase in graffiti and fly-posting this year which is also reflected in other London boroughs and hopefully a focus on this next year will deliver improvements.

It was great to see the teams continue to deliver projects with businesses, schools and residents – building further ties with communities and supporting new initiatives through the Sustainability Fund or the delivery of our pilot Community Skip event and 'on street' containers for bagged waste.

We have confidence in the partnership to continue to deliver for Camden – and with the council's extra investment look forward to seeing a program of service improvements through in the years ahead.

Contract Overview and Partnership Structure

2023/24 was the seventh 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 2023/24

Highlights

Year 7 of the eight year contract was successful across all areas of the business, a key highlight being the securing of a contract extension for a further eight years, as well as an investment of £1.1 million to fund further initiatives to keep Camden clean.



The streets team welcomed the re-introduction of the coffee cup recycling service and were able to purchase a new pavement scrubber to deep clean heavily stained pavements in busy retail areas.



The collections team launched a successful new project to improve bag presentation for FAS (Flats Above Shops) with new on-street bins. Through a new driver trainee programme, HGV vacancies were able to be backfilled and missed collections were at similar levels to prior years, despite the challenges of an ageing fleet, demonstrating the dedication of the crews to continue providing an excellent service.

For the Education, Communication and Outreach (ECO) Team, Year 7 saw the further expansion and development of “Fix and Do” events through strong partnerships with Camden Fixing Factory and Think&Do. Three Camden schools received strawberry plants as well as apple and pear trees through the Veolia Orchard Programme and took part in planting sessions. Additionally, Veolia’s Sustainability Fund supported eight local groups in Camden and the team carried out several projects that continued to focus on issues such as food waste participation, fly-tipping and contamination.



The commercial team increased their portfolio by £1.3 million and introduced new services including bin washing. The introduction of overweight charges for some customers generated £50,000 in revenue. The customer service team handled over 30,000 queries and the retention target was exceeded by 60% by signing over 340 new businesses and 57 returning customers.

Challenges

Recurring challenges throughout Year 7 included issues surrounding an ageing fleet such as vehicle breakdowns as well as recruitment in both the streets and collections teams, putting the service under significant pressure.

System and IT issues caused significant issues across all areas of the business. For the commercial team, a lack of automated reporting resulted in more resources having to be put into manual intervention. In particular, the garden waste service was heavily impacted by the IT issues, resulting in a clear all-policy during the year until the system could be manually updated. This resulted in an increase in missed collections and complaints for the garden waste service.

A change in network provider for the call centre team posed some initial challenges. However, the team’s resilience ensured that this did not impact the service negatively and all issues were resolved whilst still providing an excellent standard of customer service.

A lack of staff in commercial customer service put more pressure on the remaining team and persistent issues with managing agents also created some difficulties. Internal changes also impacted the ECO Team, leading to some project delays, however the team is now back to full capacity.



Annual Contract Targets

Annual contract targets are shaped around the contract outcomes and are listed below in Table 1 along with the 2022/23 outcomes.

Annual Contract Target	Definition	2023/24 Target	2023/24 Outcomes	Difference from Target	Previous Year (22/23) 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: 5.65% Detritus: 1.68% Graffiti: 12.22% Fly-posting: 5.38%	Litter: 0.35% Detritus: 3.32% Graffiti: +9.92% Fly-posting: +4.38%	Litter: 7.31% Detritus: 5.01% Graffiti: 11.81% Fly-posting: 5.56%	Litter: -1.66% Detritus: 3.33% Graffiti: +0.41% Fly-posting: 0.18%
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: 84% Street Cleansing: 75% Customer services: 89%	Refuse collection: +9% Recycling services: +16% Street Cleansing: +3% Customer services: 1%	Refuse collection: 81% Recycling services: 82% Street Cleansing: 72.5% Customer services: 89%	Refuse collection: 0% Recycling services: +2% Street Cleansing: +2.5% Customer services: 0%
Business Recycling and Waste Service Targets	Increase the number of business customers in the recycling portfolio	10%	62%	52%	60%	+2%
Household Recycling Target	Increase the household recycling rate	39%	29.1%	9.9%	27.6%	+1.5%

2023/24 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 CO₂ eq.		2,114

2023/24 Target	2023/24 Outcome
-12% from baseline	-28% from baseline

The table above shows the environmental performance across Year 7.



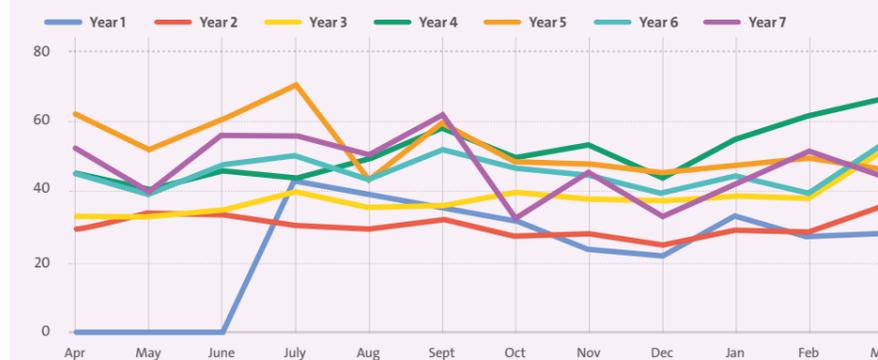
Key Outcome Targets

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 7, as demonstrated in the graph below.

Graph 1. Missed collections per 100,000 collections across all services, by month: Year 1-7



Graph 1 illustrates missed collections, which saw a small increase in 2023/24, however, it remained below the annual target of 60/100k on average (45.36). The increase can be attributed to the ageing fleet and recruitment difficulties.

Graph 2. Missed waste collections per month: Year 5, 6 and 7



Graph 2 shows the total number of missed domestic general waste collections for both kerbside and communal properties. Missed collections rose in Year 7, averaging 975 missed collections per month. This marks an increase from the previous year's monthly average of 898 missed collections, highlighting the need for continued efforts to improve performance and return to pre-pandemic levels of missed collections.

Graph 3. Missed recycling collections per month: Year 5, 6 and 7



Graph 3 shows the total number of missed domestic dry recycling collections for both kerbside and communal properties. In Year 7, missed recycling collections averaged 301 per month, which is a small increase from Year 6's average of 295 missed collections per month. While still within acceptable parameters, this rise indicates a need for ongoing efforts to improve collection efficiency and reduce missed collections.

Collection Services

Graph 4. Missed food waste collections per month: Year 5, 6 and 7



Graph 4 shows the total number of missed domestic food waste collections for both kerbside and communal properties. In Year 7, missed food waste collections averaged 172 per month, which is a decrease from Year 6's average of 179 missed collections per month. This reduction indicates positive progress in improving collection efficiency and reducing missed collections.

Graph 5. Missed garden waste collections per month: Year 5, 6 and 7



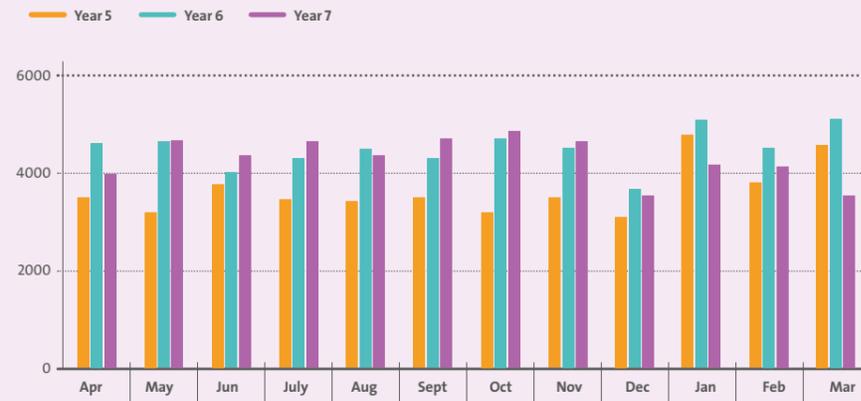
Graph 5 shows the total number of missed domestic garden waste collections. In Year 6, the monthly average for missed collections was 80, which increased to 87 in Year 7. This rise can be attributed to the garden waste online service issues experienced during the year. Improvements were made towards the end of the contract year and missed collections returned to average levels.



Cleansing Services

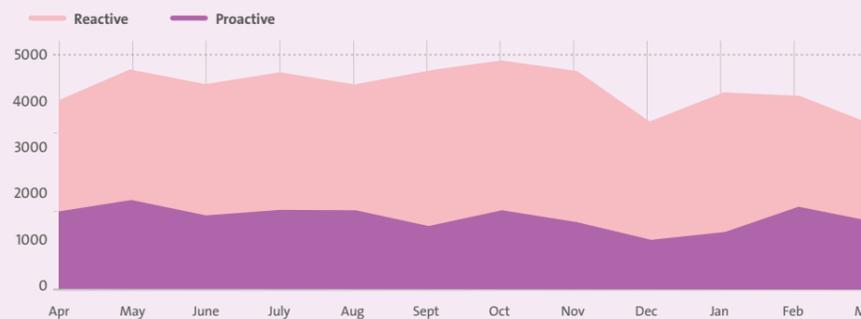
The Love Clean Streets (LCS) app continued to be used by residents around Camden. A total of 2,224 new subscribers used the app in Year 7.

Graph 6. Reported fly-tips per month: Year 5, 6 and 7



Fly-tipping reports decreased by 4.34% in Year 7 compared to Year 6. This reduction may be attributed to improved waste management practices and increased community engagement, resulting in fewer fly-tipping incidents overall. A significant proportion of these reports continue to be proactively submitted by an engaged workforce and residents, which has helped in clearing fly-tips more quickly. Despite the decrease in reports and incidents, we have maintained a good level of service by ensuring reports are dealt with within the required timeframe. The chart below shows the combined number of proactive and reactive fly-tip reports for Year 7.

Graph 7. Proactive and reactive fly-tips



Proactive fly tip reports increased in Year 7, demonstrating engagement from both residents and crews.

Graph 8. Graffiti reports per month



There was a 20.37% decrease in graffiti reports in Year 7 compared to Year 6. The decrease in reports also reflects how the teams have been more proactive in dealing with graffiti before it is reported through formal channels.

Customer Services

The call centre continues to be the primary channel through which residents can contact Veolia. The total number of calls handled was higher than Year 6, with 35,603 calls handled. The average time to answer calls increased in Year 7 due to staff availability issues and the issues with the new provider. An independent customer satisfaction survey found that 88% of callers were satisfied with the quality of service provided by the call centre operatives.

Graph 9. Number of calls handled



Graph 10. Average seconds to answer



Container Management

Container requests were comparable to previous years and significantly lower than Year 6.

Graph 11. Container requests by month: Year 5, 6 and 7



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 with the introduction of Quick report QR codes which can be accessed by all operational teams, making reporting near misses more accessible. 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 6 Totals	Apr 2023	May 2023	June 2023	July 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Yr 7 Totals
Total RIDDOR	3	0	0	0	0	0	1	0	0	0	1	0	0	2
Accident	22	3	0	1	3	2	2	1	3	0	4	0	0	19
Incidents	12	1	2	1	2	0	1	2	0	2	1	1	2	13
Close Calls	688	73	25	12	9	7	6	15	18	19	37	25	33	279
LTI's	3	0	0	0	0	0	1	0	0	0	1	0	0	2
MDs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LTI & MD	3	2.7	2.74	2.78	2.8	2.84	4.32	2.93	2.98	1.53	3.01	2.96	2.9	2.91
Combined Lost Days	198	0.23%	0.26%	0.30%	0.34%	0.35%	0.37%	0.40%	0.41%	0.39%	0.34%	0.31%	0.27%	198

Fleet

Veolia's fleet is designed to minimise particulate and CO₂ emissions, addressing the growing concern of air quality in both Camden and wider London. Some of the smaller street cleansing vehicles and vans are already fully electric, helping to reduce emissions in the borough. Two vehicles purchased in Year 3 still continue to benefit the street cleansing service, especially in areas of high footfall.

All diesel vehicles in the fleet are equipped with technology to reduce emissions and comply with London's Ultra Low Emission Zone (ULEZ) standards. The team continually reviews route mapping to improve round efficiency and minimise unnecessary journeys, thereby reducing emissions.

In Year 8, we will begin to plan for fleet electrification as part of the contract extension.

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

Winter Services

2023/24 saw a decrease in grit use after a particularly busy year in Year 6.

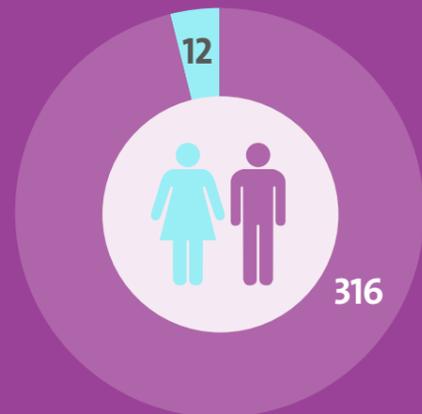
The winter service was successfully delivered; all service standards were met and priority routes and footpaths were maintained as per the Winter Maintenance Plan. Winter services were called out 24 times and 189 tonnes of salted grit was spread across the borough.

Last year there were 27 callouts and 232 tonnes of grit used.

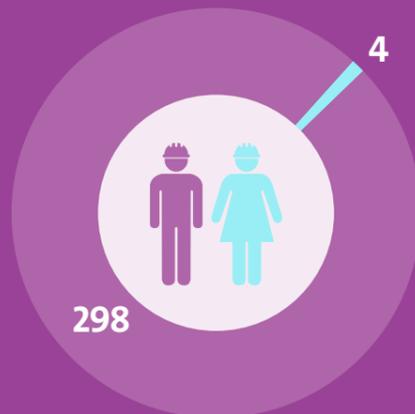
Staffing

HR Statistic	Quantity
Staff turnovers	58 Leavers
Average Service Length	12.58 Years
Number of Unauthorised Absences	313 Calendar Days
Total number of attendances on training courses	140 Days
Number of disabled staff	1
Average age of workforce	57

Male / Female staff ratio**



Male / Female operatives' ratio



**Staff here refers to both management and administrative staff



Number of females in senior positions = 4

Breakdown of ethnicity

Any other Asian background	Asian Indian	Black British	Mixed other	Mixed white & black Caribbean
0	1	19	8	2
White Irish	Any other ethnic origin	Asian Pakistani	Black Caribbean	Mixed white & Asian
4	7	0	17	0
Refused to specify	White other	Asian British	Black African	Black other
5	53	0	21	4
Mixed white & black African	White British			
4	112			



Finances, Deductions and Corrections

Annual Contract Deductions

Annual Contract Target	2022/23 Outcome	2023/24 Target	2023/24 Outcome	2023/24 Contract Deduction
Cleansing Standard Target	Litter: 7.31%	Litter: 6%	Litter: 5.65%	Litter: £0
	Detritus: 5.01%	Detritus: 5%	Detritus: 1.68%	Detritus: £0
	Graffiti: 11.81%	Graffiti: 3%	Graffiti: 12.22%	Graffiti: £15,000
	Fly-posting: 5.56%	Fly-posting: 1%	Fly-posting: 5.38%	Fly-posting: £5,000
Customer Satisfaction Target	Refuse collection: 81%	Refuse collection: 72%	Refuse collection: 81%	Refuse collection: £0
	Recycling services: 82%	Recycling services: 68%	Recycling services: 84%	Recycling services: £0
	Street cleansing: 72.5%	Street cleansing: 72%	Street cleansing: 75%	Street cleansing: £5,000
	Customer services: 89%	Customer services: 90%	Customer services: 89%	Customer services: £10,000



At the time of writing, the annual contract deductions for Year 7 were £35,000.

This is significantly lower than Year 6 (£60,500) and Year 5 (£60,937) which shows a positive shift and is a direct result of improved street cleansing standards, customer satisfaction among residents and an overall improvement in the performance of the contract.

Monthly Contract Deductions Financial Year 2023/24

April 2023	£1,070.59
May 2023	£1,378.80
June 2023	£1,834.59
July 2023	£1,583.89
August 2023	£1,891.57
September 2023	£2,153.66
October 2023	£1,082.52
November 2023	£2,700.61
December 2023	£1,390.59
January 2024	£1,595.72
February 2024	£2,700.62
March 2024	£2,187.84

2023/24 Total

£21,571.00



Additional Performance Areas

Management Approach, MIS and Technology



The Veolia contract has been using the latest technology, which includes GPS vehicle tracking with the ECHO system holding all the data from our various services. As such recent developments in ECHO have allowed the Environmental Managers (EM's) to review the bin matching and commercial collections via a new 'debrief tool'. This has proven useful to see where each collection has taken place and whether the correct pickup locations are set to the correct customer sites. The tool has also allowed the EM's to make adjustments to pick up points and enable them to assess if heavy containers are to be reported to the commercial team whilst also identifying potential additional lifts for sites requiring contract amendments etc.

Cross-Service Working

The contract is structured to match Veolia officers and managers with Camden Council's Borough Monitoring Team, ensuring that all areas are covered. This facilitates a productive approach with projects and also provides an opportunity for collaboration. Veolia UK's central team has faced restructuring over the past year and now is able to provide even more support and resources, including a centralised External Engagement team that develops campaigns for use across municipal contracts. Veolia's ECO teams also work collaboratively to produce successful campaigns and opportunities for Camden, namely Veolia Orchards and the Sustainability Fund which both brought in an increased number of applications in Year 7.

Commercialisation and Growth

Veolia has a dedicated Commercial Portfolio team in Camden, focused on growing the business waste and recycling portfolio. The team completed a physical audit of the commercial portfolio, to ensure customer contracts aligned with services received. Working with the systems team, significant improvements were made across the Customer Hub, Salesforce and ECHO to enhance the service that customers received. The account management offering has been developed over the past year, including actual billing and bin washing for key customers. The customer service team handled over 30,000 queries and the sales team signed up 447 new customers.

Education, Communications and Outreach

The core themes of the ECO team's strategy were to improve recycling behaviour and to increase awareness of reuse and waste minimisation. Traditional forms of communications were maintained throughout the year, including general service letters and annual service leaflets.

Key projects delivered by the Veolia ECO team in Year 7 included the Fly-tip Reduction Plan in Bloomsbury and the second phase of the Food Waste Participation project. This phase of the Fly-tip project focused on educating both residents and businesses on presentation and enforcement with interventions involving door-knocking and visits to local businesses.

The Food Waste Participation project, shortlisted for the National Recycling Award 2024, focused on areas of low food waste recycling participation in Camden. A variety of communication activities were employed to engage residents across an entire collection round, resulting in valuable insights into improving engagement. While the project did not secure the award, its recognition highlights a promising start and reinforces our commitment to building on its success

The findings from both of these projects will inform the development of future phases in other areas of the borough, and we aim to achieve even greater impact in the coming year.

The ECO team continued to work with the Camden Fixing Factory and Think & Do to expand and develop the WEEE repair events across the borough. Six events were held in Year 7, including two during Repair Week. These events assisted residents in repairing their electrical items and fostered community engagement around the themes of repair and reuse.



The ECO team continued to work with local schools to deliver workshops and assemblies to raise awareness about recycling and waste minimisation. The team also led on three school visits to the Material Recovery Facility (MRF) in Southwark for Camden students as well as a tour for councillors and residents. Other outreach activities included litter picks, doorstepping and engagement stalls at local events. Veolia's Sustainability Fund supported eight local projects including a cut flower garden and a sustainable initiative for a youth boxing club.

Social Value



In alignment with Veolia's commitment to generating social, economic, and environmental value within Camden, the ECO team's activities in Year 7 have contributed to Camden's community centred vision and delivered positive impacts beyond financial metrics. Veolia has been developing its reporting of social value, using the National TOMs (Themes, Outcomes, Measures) framework. In Year 7, the contract delivered £2,556,570.44 in social value, demonstrating a commitment to fostering a more inclusive, resilient and sustainable borough.

Initiatives and events focused on empowering the community and enhancing local engagement. Through educational workshops, school programs, and repair events, the ECO team has helped to increase recycling awareness and waste reduction skills, equipping residents to actively contribute to environmental improvement and responsible resource use.

Veolia also works with local organisations to promote economic stability and inclusion, creating employment and skills development opportunities that benefit Camden's diverse communities. Through collaborations with schools, community centres, and universities, Veolia provides Camden residents with pathways to stable, meaningful work, while projects funded through Veolia's Sustainability Fund enable grassroots transformation.

In addition to these efforts, Veolia actively contributes to reducing climate impacts and enhancing local living conditions through its work. By supporting initiatives that create more green spaces, reduce waste, and foster a healthier environment, Veolia strengthens Camden's position as a thriving borough where everyone can benefit.

In Year 7, the contract delivered
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 in social value, demonstrating a
 commitment to fostering
 a more inclusive, resilient and
 sustainable borough.

To maintain transparency and accountability, social value is evaluated and reported monthly using the National TOMs (Themes, Outcomes, and Measures) framework. This assesses our social impact and showcases the lasting benefits that Veolia's activities bring to the Camden community.



Contract Improvement Plan 2024/25

Increasing Recycling and Reducing Contamination

Estates

Estates will continue to be a key focus in Year 8 with the aim to further increase recycling and reduce contamination. The ECO Team will continue to support the council's Estate Action Days to provide education and resources as well as providing communications regarding new services or containers on estates. The ReLondon flats recycling toolkit project will be launched to improve facilities and communications on an estate and learnings from this will be used to apply the toolkit to estates across the borough. The team will also be supporting initiatives such as Plastic Free July to reduce single use plastic use on estates.

Kerbside Contamination

The challenge of kerbside contamination will continue to be addressed in Year 7 by targeting the most contaminated streets in the borough and using intervention tactics such as bin sticking and door-knocking to improve residents knowledge and decrease contamination. We will also be developing a postcard to send out following the door-knocking to thank residents for their efforts and to remind them to recycle correctly.

Food Waste

Using the learnings and results from the previous phase of the food waste project, a new plan will be developed and launched to increase participation. The next phase will look to target an entire round and increase the number of properties engaged with.

WEEE

Following the success of events in Year 7, the team will continue to run the WEEE repair workshops across the borough through strong partnerships with Think&Do and the Camden Fixing Factory. The workshops will continue to incorporate bike and textile repair as well as promoting themes of recycling and reuse. New locations across the borough will also be explored.



Cleaner Streets

Reducing Fly-tipping and Litter

The next phase of the fly-tipping project will develop the learnings and results from Phase 6, using leaflets, letters, on-street signage, door-knocking and digital campaigns to increase resident awareness.



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 8:

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

Similar to previous years, the leaflets will be distributed by a third-party company (which continues to provide the best value). FAS leaflets will be delivered every 6 months as part of the pro-active bag delivery schedule.



Maximise awareness of waste-related sustainability

Reduce Single-use Plastics

The ECO team will continue to support the Plastic Free July campaign in Year 8 through both a digital campaign and activities on an estate. Interventions will be aimed at Templar Estate to encourage residents to reduce single use plastics through workshops and resources.



Sustainability Fund

Veolia will support seven projects that received funding as part of the 2023 Sustainability Fund. The ECO team, assisted by the External Engagement Team, will develop engaging content for Camden's social media channels. The Sustainability Fund will reopen in Year 8 for community projects to receive funding from the £5,000 budget.

Education

In addition to the sections below, the Veolia ECO team will work with schools across the borough to promote reuse, recycling and waste minimisation. Workshops, assemblies and litter picks will be offered as well as re-launch of Veolia Orchard.

Sustainable Schools



The ECO team will work with a local school to promote a fly-tip reduction and anti-littering campaign. The project will allow the school's ECO leaders to conduct monitoring, write letters to local residents and take part in a poster competition that will be judged by staff from Veolia and Camden.

Outreach

The ECO team will continue to offer educational stalls, workshops, litter picks and resource delivery. The team will support a range of campaigns such as the Great British Spring Clean, Recycle Week and Repair Week. Core themes of outreach will include repair, reuse and waste minimisation.



Veolia Orchard

The Veolia Orchard programme will be re-launched in Year 8, supporting more Camden schools with plants and trees as well as sessions run by the ECO team to teach the students more about biodiversity.

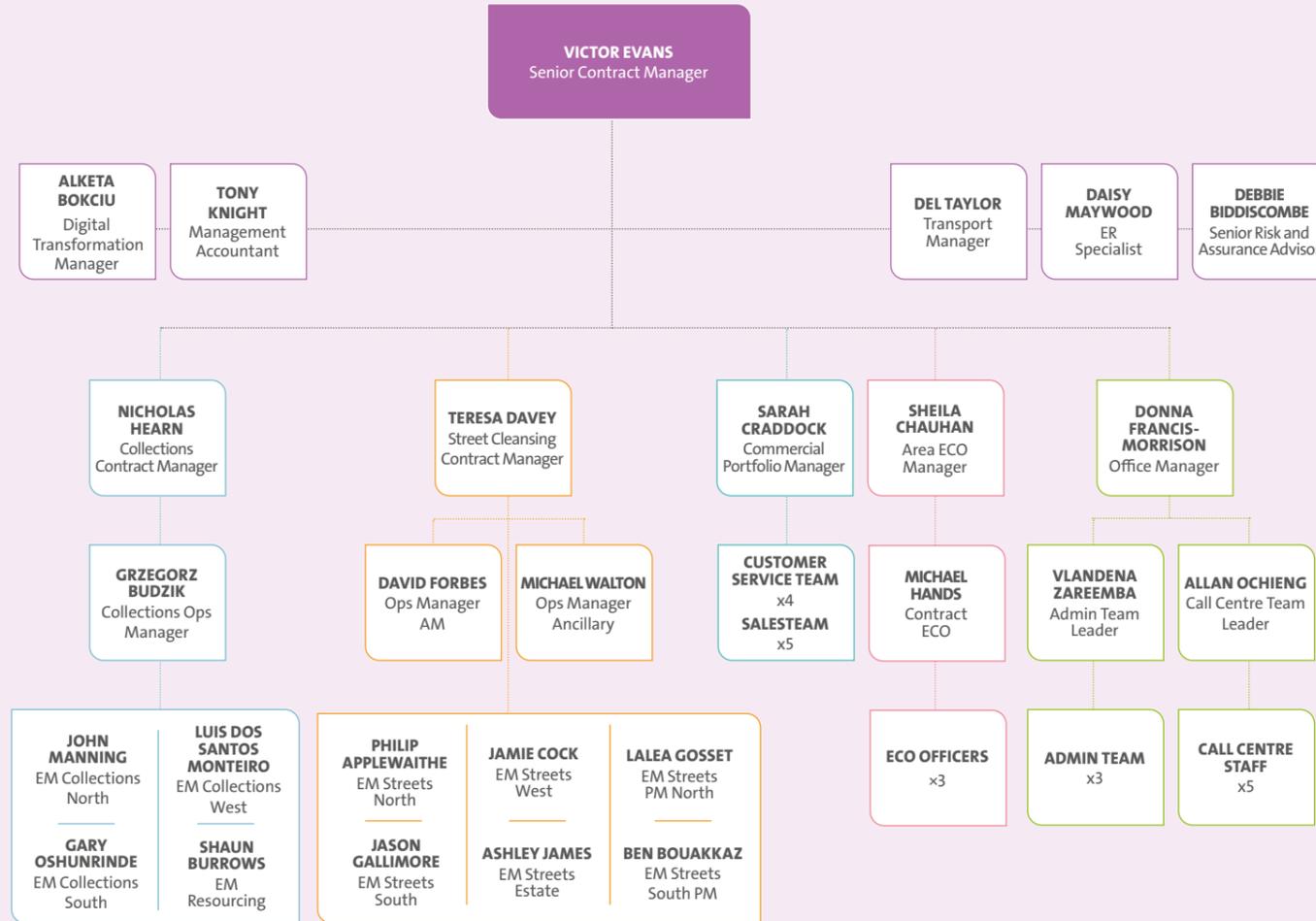
Inclusion

Veolia will continue to improve and promote inclusivity and diversity across the business. The dedicated inclusion team will implement the company's strategy and help deliver activities. The team will also help contribute to the We Make Camden strategy.



Appendix 1 – Organisation Chart 2023/24

Camden Contract Structure



Appendix 2 – Veolia Fleet

Service	Vehicle Description	Year 5	Year 6	Year 7
Collections	CNG - 26t split body RCV	3	3	3
	CNG - 26t standard RCV	12	12	12
	Diesel - 26t split body RCV	14	15	15
	Diesel - 26t standard RCV	9	11	13
	Diesel - 22t standard RCV	6	6	6
	Diesel - 18t standard RCV	5	4	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	1	1	1
	Electric - Nissan vans	6	6	6
	Diesel - Garchey tanker	1	0	0
Cleansing	Diesel - 18t standard RCV	2	2	2
	Hybrid - 7.5t cage tipper	9	9	10
	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	4	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	0
	Diesel - 7.5t gritting vehicles	5	5	5
Parks and Estates	Diesel - 3.5t cage	3	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	YTD
Total Accidents	3	0	1	3	2	2	1	3	0	4	0	0	19
Total Incidents	1	2	1	2	0	1	2	0	2	1	1	0	13
Total Close Calls	73	25	12	9	7	6	15	18	19	37	25	33	279
Total Lost Time Incidents (LTIs)	0	0	0	0	0	1	0	0	0	1	0	0	2
Total Modified Duties	0	0	0	0	0	0	0	0	0	0	0	0	0
Total RIDDORs	0	0	0	0	0	1	0	0	0	1	0	0	2
LTI Frequency Rate (LTIFR)	2.7	2.74	2.78	2.8	2.84	4.32	2.93	2.98	1.53	3.01	2.96	2.9	2.9
Combined LTIFR/MD	2.7	2.74	2.78	2.8	2.84	4.32	2.93	2.98	1.53	3.01	2.96	2.9	2.9
Combined Days lost as %	0.23	0.26	0.3	0.34	0.35	0.37	0.4	0.41	0.39	0.34	0.31	0.27	0.27

