



In partnership with



2020-2021

London Borough of Bromley

Annual Review

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1.0 Introduction

Veolia's annual review report assesses the performance of LOTS 1, 2 and 3 between April 2020 and March 2021. The new Environmental Services Contracts launches in April 2019, including waste disposal, waste and recycling collections and street cleansing.

This is the second annual report since the contract was signed in March 2019. This high-level document summarises the work the Veolia Bromley team undertook as well as the achievements and challenges faced.

The outbreak of Covid-19 played a significant role in Veolia’s performance, with Veolia’s team working hard to maintain a business as usual service and continue to provide a quality customer experience.

Monthly reports are provided to Bromley Council officers by Veolia on an extensive range of performance indicators covering:

- service quality;
- conformity with strategic objectives;
- asset and financial management;
- safety systems.

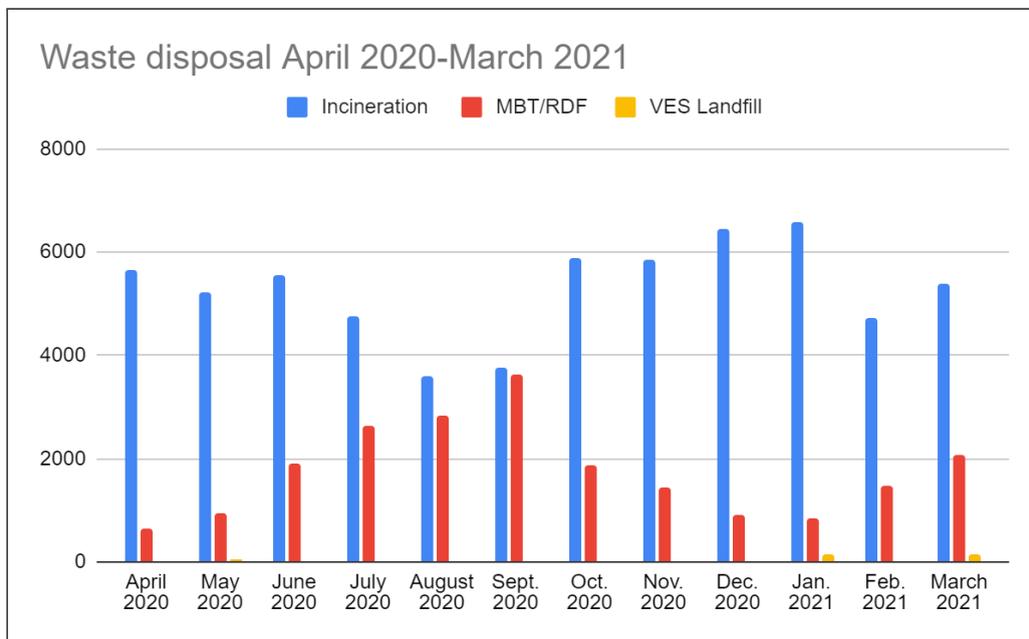
This document will review:

- The performance of the waste disposal service;
- The performance of the recycling and waste service;
- The performance of the street cleaning service;
- Key projects delivered in 2020/21;
- The social value delivered by Veolia.

2.0 Waste disposal (Lot 1)

Bromley’s Key Service Objective 1 (KSO1) for 2020/21 required that Veolia should deliver no more than a maximum of 2% of residual waste to landfill sites. The tonnage of waste going to landfill was around 0.45%, outperforming the target.

Graph 1: Monthly Percentage of Non-Recyclable Refuse Disposed of in Landfill in 2020/1



KPIs OD30 to 36 require that Veolia should manage and reprocess collected recyclables in an environmentally sustainable manner, utilising the best technical, financial and environmentally sustainable methods. Performance has been consistently satisfactory against these indicators during 2020-21. Veolia's practices meet and exceed the legal

requirements for recycling. The team’s audits, visits and rigorously monitors all outlets for recycling commodities to ensure the highest standards are met.

COVID-19 impacted the amount of waste managed through the waste disposal contract between April 2020 and March 2021, with many residents working from home and presenting greater tonnages of both recycling and non-recyclable refuse. However, there was limited impact on haulage and disposal facilities and Veolia continued to deliver the KPIs set out in the Lot 1 Contract and the contract specification requirements.

3.0 Waste and recycling collections (Lot 2)

Key Performance Indicator (KPI) OD4 requires that Veolia should undertake daily route assessments to ensure that access to the Waste Transfer Site complies with traffic plans and travel route plans. Veolia has shared a comprehensive set of travel route plans with Bromley Council, which have been followed consistently.

3.1 Missed Bins Performance Management Framework (PMF)

A number of KPIs relate to missed waste and recycling collections expressed as the number missed per 100,000 collections. Table 1 shows the 2020/21 monthly data for each missed collection KPI against the 2020/21 annual target.

Table 1: PMF 2020/21

	2020/2021 Target	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan 2021	Feb 2021	Mar 2021
Refuse	176	304	199	218	184	173	153	109	101	91	178	153	141
Paper	100	0	192	212	155	127	127	105	106	124	159	89	102
Mix	120	162	181	180	151	103	143	116	98	94	132	110	93
Food	88	184	187	147	109	109	110	76	71	62	73	69	73
Repeats	9.8%	12.90%	8.90%	9.38%	11.06%	9.05%	8.00%	8.00%	6.98%	7.27%	5.65%	5.94%	3.41%
SRLs	3%	5.10%	4.11%	5.18%	5.90%	4.17%	5.02%	5.05%	4.98%	5.65%	4.55%	4.46%	4.70%

Results show that Veolia performed well in the second half of 2021. The main cause of a shortfall against the target earlier in 2020 was Covid-19 and the impact this had on Veolia’s frontline staff. During that period 24 recycling and waste collections staff went on sick-leave with Covid-19 symptoms. This meant that Green Garden Waste and recycling collections were suspended during the months of April and two weeks of May.

3.2 Additional training and Covid-19 communications

From March 2020 to April 2021, Veolia Bromley employees took part in a number of training courses. Some of the courses can be found below:

- Reversing Assistance
- Manual Handling Training

- Drivers' CPC
- Monthly Health and Safety alerts
- Work Safe Observations
- IOSH Managing Safely
- NEBOSH course
- HGV driver training
- Level 4 COTC refresher course
- VMR (Veolia Minimum Requirements) rolled out to all service staff
- Asbestos awareness training
- Face fit testing (FFP3 Mask)

Additional communications were necessary to keep frontline staff up to date with latest government guidelines and Health and Safety advice. A number of internal posters and guidance was put in place to ensure Managers and all crews continued to work safely.



Image 1: Covid-19 posters

4.0 Street Cleansing (Lot 3)

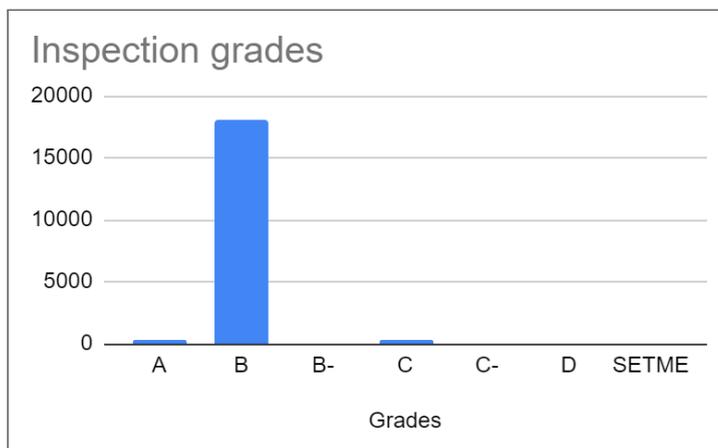
Bromley Council's Environment and Community Services Portfolio Plan sets out two key performance areas to assess the effectiveness of the Street Cleaning Contract; monitoring the performance of the Street Cleaning team following routine scheduled street cleaning operations, and measuring public satisfaction with street cleanliness. Information regarding residents' satisfaction with street cleaning operations can be found on page 10.

KPI OD14 requires that Veolia must provide sufficient and suitable equipment and response to manage flytips within one business day for non-urgent jobs and within five hours of the report being received for urgent jobs. There have been no breaches of this requirement during 2020/21, which is a fantastic achievement considering staff shortages at the height of the pandemic.

4.1 Street Cleaning Operations

KPI SQ1 requests that Veolia should achieve the cleanliness standards as specified for street cleansing when measured against the criteria in the national Code of Practice for Litter and Detritus. The results below indicate that 98% of roads inspected meet those criteria.

Table 2: Bromley inspection data



KPI SQ2 requires Veolia to produce and implement programmes of seasonal street cleansing activities, including autumn leafing, winter operations and weed control. Information about these activities can be found below.

Table 3: Weights collected on the street cleaning contract 2020/2021

Type of waste	Tonnage
Detritus (Mechanical)	4,303 tonnes
Litter / Fly-Tipping (Manual)	3,512 tonnes
Leafing (Mech and Manual)	1,942 tonnes
Total	9,757 tonnes

Weed control

In 2020/21 three applications of spray covered a total of around 10,500 roads with 148 enquiries about weeds received.

Table 4: Weed control application dates

Applications	Dates
First application	May-June 2020
Second application	July-August 2020
Third application	September-November 2020

KPI OD6 requires Veolia to manage and maintain litter bins within the specified service standards and timescales. 100% completed within SLA.

Table 4: Number of Street Cleaning reports

Job Type		Number of jobs	Compared to 2019/20
Dumped Rubbish	IS06	5147	23% increase
Litter Bins	IS07	863	10% decrease
Street Sweeping	IS09	5262	14% decrease
Dead Animals	IS10	919	8% decrease
Dog Fouling	IS13	42	26% decrease
Graffiti		1881	
Supply / Remove Bins		138	
Total confirm jobs		14860	17% increase
Total arisings collected Tonnes		10221	

Fly-tipping has increased by 23% compared to last year’s report. It is possible that the main reasons for this increase are businesses choosing to fly-tip when going out of business due to Covid-19 and with more people staying at home last year, many chose to do clear outs and fly-tip unwanted waste. We are now running a borough-wide anti fly-tipping campaign to tackle this issue.

In 2020/21, effective gum clearance was undertaken across Penge, Orpington, Beckenham and Bromley town centres. Initial reports, client feedback and photographic evidence suggests that this is a worthy way of raising cleansing standards.



Image 2: Chewing gum removal before and after (Bromley Town Centre)

4.2 Park security

In 2020/21, Veolia Bromley, through its sub-contract with Ward Security, was responsible for ensuring Bromley parks are safe. To achieve this, the team spent 8,056 hours patrolling Bromley parks. Information about some of the incidents recorded can be found below.

Table 5: Park security Incidents recorded

Incidents recorded	
Anti-social behaviour	77
Alcohol / Drug Abuse	40
Fly Tipping	24
Loitering	11
Missing Padlocks/Broken Padlocks	74
Vehicles preventing lock up	269
Damage to gate	11
Unauthorised vehicle use	50

5.0 All Services

KPIs HSP10 in Lot 1 and HSP13 in Lot 2 require that all vehicles of more than 3.5 tonnes comply with the London Safer Lorry Scheme, the Road Traffic Act and the requirements of the London Low Emission Zone including any future requirements of the London Ultra Low Emission Zone. Veolia Bromley's vehicles are all compliant with the schemes, with Euro 6 RCVs and electric vehicles for supervisors. These are all compliant for the LEZ and will remain so for the new tougher standards and the zone expansion in October this year (2021).

In 2020/21, both Waldo Road and Churchfields Road Household Reuse and Recycling Centres welcomed around 370,000 vehicles to dispose of and recycle waste. During those 12 months, residents recycled over 3,500 tonnes of garden waste.

Table 6: Green Garden Waste collected from HWRCs

Total Green Garden waste collected from the HWRCs	Tonnage
Waldo Road	1,966.26
Churchfields Road	1,630

6.0 Covid-19 contingency plan

The COVID-19 pandemic had a significant impact on the health of many Veolia employees. Collection crews are key workers but are not always able to maintain 2m physical distance. 24 Covid-19 cases were reported to Veolia's management in 2020/21 from among the collection crews alone. A further 5 Covid-19 cases were reported among street cleansing employees and 6 cases were reported among Transfer Station, HWRC, and haulage employees.

Actions that are being undertaken to reduce the Covid-19 impact in 2020/21 include:

- Preparing, reviewing and continually improving a specific Covid-19 response
- Updating the Covid-19 Business Continuity Plan to capture lessons learned in preparation for a potential third wave

- Regular meetings to discuss impacts of Covid-19 on the services and potential solutions
- Providing Covid-19 related health and safety training to staff and PPE
- Preparing communications materials to provide daily updates on services, internally and externally
- Changes in collection methodology to collect larger recycling items such as cardboard boxes

7.0 Projects and communications campaigns

Due to the restrictions that came into place in March 2020, some of the planned projects were only partially developed, with the focus shifting to external and internal communications to react to Covid-19. Nonetheless, the contingencies that were made meant that much was still achieved. These projects were:

1. **Green Garden Waste Collection service change and promotion.** From 14 September 2020, 80% of Green Garden Waste Collection subscribers experienced a day change and 20% experienced a week change. All residents directly affected by the service change received two targeted lines of communication and the opportunity to attend one of two webinars. Also, in July 2020, Veolia ran a targeted campaign to promote the Green Garden Waste Collection service in Bromley. The campaign was successful with 2,009 new customers joining the service (a conversion rate of 9.23%).
2. **Flats Above Shops Recycling Trial.** In September 2020, a recycling service was introduced to 149 Flats Above Shops in Penge High Street, in Penge, and 60 in Chatsworth Parade/Queensway, in Petts Wood. Three lines of direct communication were developed to introduce the trial. Flat-packs of recycling bags were delivered to each household. Monitoring practices took place before and after the launch of the scheme to evaluate participation and correct use of the service.
3. **Recycling Heroes school package for primary schools.** Veolia's ECO Manager and Bromley Council developed a schools package for upper Key Stage 2 students to educate pupils around ways to reduce, reuse and recycle. The package was soft-launched in April 2021 in two primary schools.

8.0 Customer Satisfaction Surveys (Lots 2 and 3)

Two customer satisfaction surveys were conducted to measure resident satisfaction with:

- **Recycling and waste collections and Reuse and Recycling Centres (RRCs)**
- **Street Cleaning services**

8.1 Satisfaction with recycling and waste collections service and RRCs

The Customer Satisfaction Survey took place across both Reuse and Recycling Centres (RRC) at Waldo Road and Churchfields Road in March 2021. The ECO Manager surveyed 100 residents at both Waldo Road and Churchfields Road RRCs (totalling 200 responses).

The table below presents the positive responses of residents and compares them to the responses in the 2019 survey.

Table 7: Positive responses 2019/20 vs 2020/21

Satisfaction	2019 Survey-Positive responses	2021 Survey-positive responses
Green garden waste collections	90%	92%
Overall satisfaction with RRCs	89.50%	91%
Cleanliness of RRCs	87%	98.50%
Recycling collections	86%	83%
Non-recyclable refuse collections	76.50%	82.5%
Cleanliness of streets after collections	74%	80%

The best performing area for satisfaction appears to be the cleanliness of the RRCs, and the lowest is the cleanliness of streets after collections. However, the latter has seen an increase in satisfaction compared to the survey results in 2019.

8.2 Street Cleaning satisfaction survey

Public satisfaction surveys were conducted during 2020 to meet the requirements of KPIs SQ4(a) to (c). All results were within the 'green' RAG range.

Table 8: Street Cleaning satisfaction Survey

Satisfaction	Contractual Target	Survey responses
Cleanliness of their streets	75%	73%
Describe local area as clean	88%	89%
Describe town centres as clean	91%	88%

9.0 Social value

9.1 Community Impact Day events

Throughout 2020/21, Veolia Bromley attended 14 *Community Impact Day* events to support local communities in Penge, Mottingham, and Cray Valley West, and collected 12,030 kg of waste from Bromley areas.



Image 3: Community Impact Day Event/fly-tipping removal

9.2 Recycling Fund for Communities

Veolia supported three local community groups through its *Recycling Fund for Communities*:

- **Greener and Cleaner Bromley:** Funded 5 sewing machines for helping a local hospital with scrubs while recycling old linen and tablecloths;
- **Churchfields Primary School:** Funded 50 child-size litter pickers and hi-vises;
- **Valley Primary School:** Partially funded six water butts made from recycled plastic and a gazebo for environmental events.

9.3 Street Friends

Under the Street Environment contract, Veolia has the responsibility to manage and upkeep the Street Friends Network where it was previously Bromley Council's responsibility. At present there are 1,848 registered Street Friends, which is positively higher than the Performance Management Framework target value of 1,350 members. The team also supplied purple bags and litter-pickers to over 10 Bromley community groups.

9.4 Work with local suppliers

The team at Veolia Bromley is very supportive of local businesses and support them wherever possible. Where possible we use local firms for a wide variety of our operations and other services.

9.5 Recruiting locally

Veolia is committed to providing equal opportunities, while recruiting those candidates whose skills and experience match the role being advertised. Furthermore, the team is supportive of recruiting locally. Around 42% of Veolia Bromley staff live within the borough.

10.0 Service Support

A team of five Service Support Officers operate the Veolia Bromley Contact Centre and perform other vital administrative tasks such as payroll, invoicing, raising purchase orders, booking bulky waste collections and providing HR support.

The team is at the forefront of residential queries regarding waste and recycling, street cleansing, Friends of Parks, parks and open spaces, answering an average of 125 queries a day (30,000 in a year).

11.0 Conclusion

1. **Waste disposal.** The tonnage of waste going to landfill was around 0.45% outperforming the 2% target.
2. **Missed collection PMF targets.** During the first half of 2020/21 PMF targets were not met due to the number of Covid-19 related cases and the suspension of garden waste and recycling services.
3. **Street Cleaning services.** Inspection data showed that 98% of the surveyed roads met the National Code of Practice criteria.
4. **Satisfaction survey.** There has been an increase in resident satisfaction with the recycling and waste services as well as both Household Reuse and Recycling centres.
5. **Social value.** Veolia continues to work with and support Bromley's communities through additional work and funding.

12.0 Mission statement

In 2021/22 Veolia Bromley's team will continue to deliver on improving efficiencies within the recycling and waste collections, street cleansing, and Reuse and Recycling Centres, working in partnership with the London Borough of Bromley to adopt a flexible approach to the challenges presented by Local Government funding cuts and the Covid-19 pandemic.

Veolia Bromley's Team restructure aims to more clearly define roles and rebalance resources more effectively across the contract. This will be achieved by splitting the activities into two areas of focus, disposal activities and municipal activities.

Veolia has set five new fundamental values: responsibility, solidarity, respect, innovation, and customer focus, that underpin Veolia's environmental, economic and social performance. Veolia will continue following those values to deliver a quality service, support the local community and provide sustainable solutions.

The Waldo Road Reuse and Recycling Centre is going through a redevelopment process to make more car spaces available as well as improve the safety on site, by moving LGV and large vehicles away from the public area.

Veolia Bromley is dedicated to maintaining a good service and continuing to meet KPIs set on the contract. We will continue to develop contract value by ensuring our Veolia Bromley staff engage with and support the local community.

The Street Cleaning Team will facilitate chewing gum removal on residential and high-speed roads within the town centres as well as continue to keep Bromley streets clean and safe.

The Education, Communications and Outreach Manager will continue to support the collections, Street Cleansing and Reuse and Recycling centre Teams; delivering a targeted anti fly-tipping project to decrease the number of fly-tipping reports and an anti-littering campaign to help change resident behaviour around litter. The team will also run a borough-wide project aimed at reducing the amount of contamination for kerbside properties and estates.

ENDS

