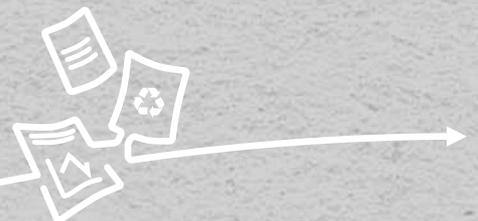




Local Authority  
Customer Survey  
Report 2011





With local authorities, businesses and communities feeling the effects of sharp austerity measures in 2011, at Veolia Environmental Services, our goal has been to continue delivering high quality services and value for money for all our clients.

Last year our Customer Satisfaction Survey helped us to achieve this by improving our relationships with our municipal clients and understanding their expectations and priorities more clearly. As a measurement tool to establish how well we were doing, it was an important exercise; as a stimulus for improvement, it was invaluable.

This year we have repeated the survey so we can continue benchmarking our performance against the previous year's results. In this report you'll find a summary of the responses we received from nearly half of our municipal customers. Our overall score across all our services was 7.9 out of a possible 10, and showed a predominantly positive change in customers' perception of Veolia over the last 12 months.



“They appreciate that the public sector is going through difficult times...they come to the table in a very open and transparent way”

Tower Hamlets Council commenting on action planning for the Olympics



# 8.8

Recommendation Rating

# 7.9

Overall Satisfaction

## Overall Satisfaction

We have a long-established working relationship with many of our municipal clients, as we strive to deliver against our objectives on recycling rates and cost efficiencies. We are pleased to have achieved a satisfaction score of **7.9**, with nearly 70% of respondents giving us a score of **8.0** or above.

We understand the pressures of the current financial climate. Despite austerity measures, we also appreciate that Local Authorities are duty-bound to provide essential services to our communities, and our response to this is to be flexible and co-operative in delivering a solution.

As part of your review of our performance, we asked you whether you felt our service was satisfactory and trustworthy enough to recommend us to other organisations. For this you scored us at **8.8**, and this is an excellent testament of the trust you put in us. We are very pleased with this score.



## True Partnerships

We want our municipal clients to view the relationship with us as a true partnership.

The elements that make up such a partnership include sharing a common vision, being proactive and flexible, and having senior management playing a key role in cementing the relationship.

We share a common vision with you, our municipal clients; a commitment to delivering an excellent service to the public – and contributing towards the creation of cleaner, safer communities to live in.

While some feedback questioned the concept of a true partnership, there are examples where this is working well. In some cases we have established a partnership board resulting in a transparent and mature working relationship where regular meetings of key stakeholders are used to identify and resolve obstacles and push forward developments.

“Veolia are very open and flexible in their approach ... they have built up good relationships with people working here”



# 8.1

## Relationship management

mean score

# 7.7

## Service delivery

### Service Delivery

As a key player in the market, we have a number of long-term partnerships with Local Authorities and handle millions of tonnes of waste every year. Although we carry with us a wide range of experience and expertise, we do not underestimate the fact that service delivery is how our clients measure the success of our partnership. For us, it forms the primary principle of our Customers First Programme.

For service delivery our average score score was **7.7**, with flexible working, problem solving and street cleansing seen as our strongest areas. We appreciate that there are specific areas we need to address in some of our contracts, including customer care with our crews and IT solutions.

We were commended for our quick response to unusual situations and in the wake of the London riots Veolia was singled out for the praise by a number of our clients.



We work hard to build and manage our relationships

### Proactivity, Innovation and Creativity

Your feedback has suggested areas for potential improvements, especially around innovation. As an organisation, we are investing millions of pounds in innovation, new services, facilities, products and systems. We understand that innovation has a primary purpose at heart — to provide commercial and environmental benefits to our customers.

Our client feedback suggests operations is a highly regarded factor to municipal contracts. We received varying feedback on our proactivity; with praise for cost savings and problem solving in particular.

*“They bring ... new ideas or new schemes that they are trialling. We bring ... concerns or issues that our customers may wish to raise. Both parties want to explore how services can be improved.”*

### Relationship management

This continues to be a key strength for Veolia. Our managers are seen as highly experienced, approachable, committed and responsive, which is reflected in a mean score of **8.1**.

We work hard to build and manage our relationships and consider integrity and honesty as crucial qualities in our on-going partnerships. Each contract is cultivated to suit the needs of the client and following feedback from the 2010 survey, senior managers are now perceived as offering flexible working practices and are available to their clients.

*“It’s a grown-up approach, not necessarily a client contractor relationship...they do go the extra mile...”*





70%

of our respondents could not identify a service offered by a competitor that we didn't provide.

95%

of our municipal clients had the same or an improved opinion of us in the last 12 months.

### Commercial Offering

Dramatic government cuts to public spending have led our municipal partners to rethink how they allocate funds for services. This affects how you perceive Veolia as value for money, where we scored **7.3** for our commercial offering.

While everyone recognised our strengths in terms of quality of service, buying power, experience and flexibility, we found that improvements to the commercial offering can be aided by increasing efficiencies and innovation. Our aim is to increase proactivity and innovation by sharing successes elsewhere in the business and adapting these successes for your needs.

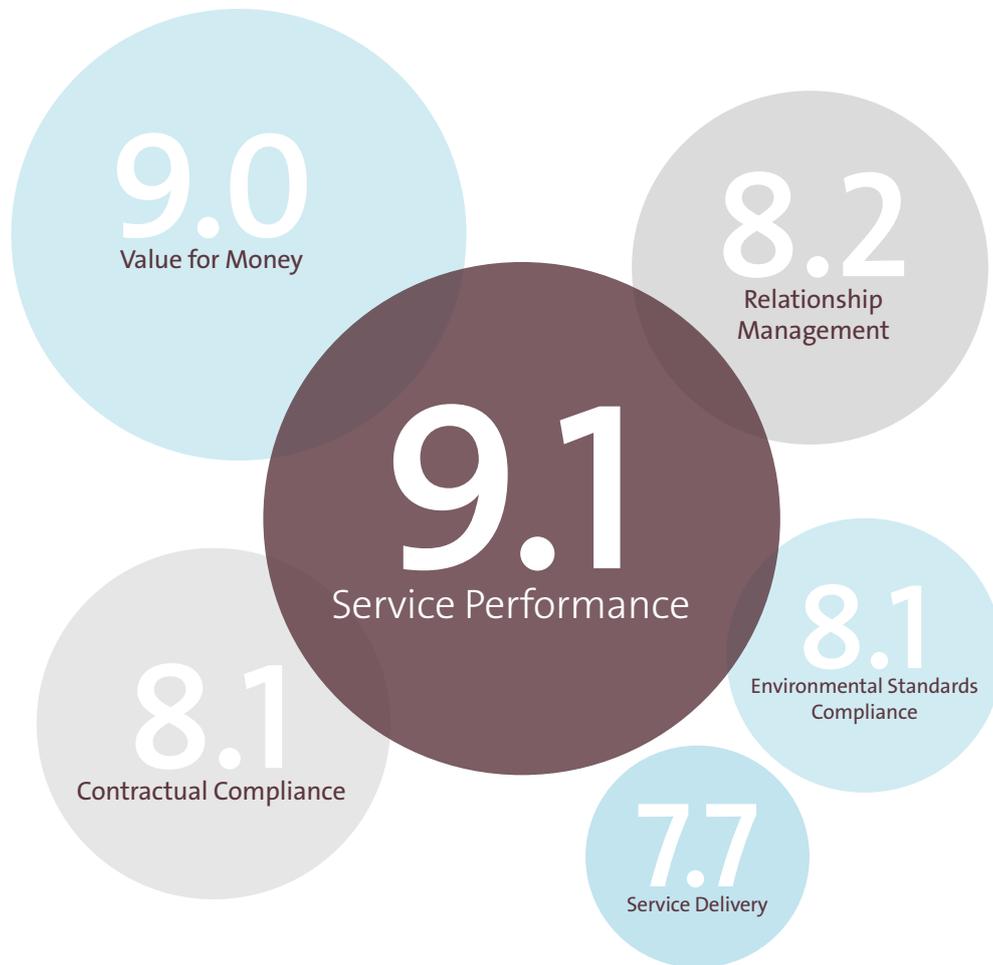
### Perceptions of Veolia

Professional, reliable, responsive and flexible are some of the key attributes that our clients associate with us. From a service perspective, and unlike any other supplier, we can offer the full range of waste management solutions.

The results also told us that over 95% of our municipal clients had the same or an improved opinion of us in the last 12 months.

Although Veolia is a global leader, we aim to be your local supplier, serving your needs and reacting positively to new and unexpected situations through our highly trained workforce.





## Areas for Focus

Looking to the future and our continued working relationships with our clients, we asked them to highlight what they felt was important for Veolia to focus on in 2012.

Our average score for service delivery was **7.7**, and our customers have identified service performance as one of our key focuses for 2012, along with value for money. Service performance will always stand out for our clients as a key factor in municipal contracts as we look to meet our Key Performance Indicators on carbon footprint reduction and recycling.

We will look to use all our collective experience working with Local Authorities and are confident our hard-working employees will pull together to the highest level.

In 2012, our aim is to deliver a high quality, value for money service as we look to increase proactivity and innovation that will benefit our client's bottom line.

Our senior managers will continue to support contract managers and we will consolidate relationships and activate change to establish a true partnership.

These are our priorities for the coming 12 months, but at no point will we forget our key principles around environmental welfare.

We are committed to protecting and enhancing the environment, now and in the future.

We will anticipate and innovate in the marketplace, we'll keep demonstrating environmental leadership and we will work harder to improve local communities.

## Final Word

Thank you again for your time spent responding to this survey. It's your feedback that helps us examine our progress and implement change. We look forward to working with you in 2012 and in the future.

