

Integrated Waste Management Contract Data Sheet

Veolia

Produced by Commercial Services
Managers of the Council's External Spend

Purpose

This document is one of a series of documents produced by Commercial Services providing information on Sheffield City Council's key Suppliers, the Services they provide and their performance in the delivery of those Services.



Introduction

Veolia Environmental Services is one of the largest recycling and waste management company in the UK, providing commercial, industrial and local authority customers with sustainable recycling and waste services to minimise their impact on the environment, turning waste into a resource. There are around 12,000 people employed by Veolia Environmental Services in the UK, with around 180 employed in Sheffield.

The Veolia's Partnership with Sheffield dates back to 2001.

The following describe the visions of this Partnership.

- To develop waste services in Sheffield and create an innovative solution to waste management in line with Government strategy and ensuring value for money.
- To provide investment and technical expertise in order to deliver an integrated approach for recycling and energy recovery.
- To transform public services in Sheffield, improving customer satisfaction and enabling the Council to work flexibly.
- To ensure that a true Partnership is formed in which we have clear goals and a shared interest in success.

Sheffield City Council's contract with Veolia covers 4 areas of business services which commenced in August 2001 and ends in August 2036.

The business service areas covered by the contact are:

- Collection and Disposal of Waste, maximising recycling and energy recovery
- Management of the Household Waste Recycling Centres
- Management and Operation of the District Energy Network
- Design, Build, Management and Operation of Sheffield's Energy from Waste Plant

(A full breakdown of services can be found on the following page)

The range of services delivered by the contract directly benefits the citizens of Sheffield and ensures that the Council meets its statutory obligations as a Waste Collection and Waste Disposal Authority.

Full description of services provided

This Contract was formally awarded to Veolia Environmental Services Ltd (VES) operating as Veolia Sheffield, for the delivery of the core Waste Management Services.

The Services included in this Contract are:

- The Collection and Disposal of Household Waste;
- Incineration and the Production of Energy: District Heating System and Electricity;
- Household/Commercial Clinical Waste Collection, Treatment and Disposal;
- Recycling via the Material Recovery Facility, i.e. Paper, Glass and Metal, Composting and Bottom Ash;
- The Management of the Household Waste Recovery Sites;
- Disposal of Low Level Radioactive Waste;
- Abandoned Vehicle Collection, Storage and Disposal;
- Other Related Statutory Duties and Services ancillary to the above;
- Sustainable Innovation i.e. Household Green Waste and Recycling

Supplier details and operating base

Veolia Environmental Services (VES) Sheffield Limited
Lumley Street
Sheffield
S4 7ZJ

Key facts and figures

The agreement with Sheffield Environmental Services (the Contractor), referred to as Veolia Sheffield, is a fully integrated solution, with the Contractor being responsible for all elements of the service, from customer services and support to actual waste and recycling collection and treatment. Through the Contract with the City Council, Veolia Sheffield directly employs around 180 people to deliver waste services for the City. Their skills range from drivers to customer services staff, to engineers and technicians.

The Sheffield District Energy Network is one of the leading examples of its type in the UK and includes more than 27 miles of underground pipes supplying over 140 buildings across the city with green energy. Waste collected from Sheffield as part of the Contract is used to generate heat, through this network, to numerous commercial and residential buildings, including Sheffield Teaching Hospitals, Universities, Hotels and Council offices.

Up to date information relating to recycling and what happens to Sheffield's domestic waste is contained on the Sheffield Environmental Services website (link below) -

<http://www.veoliaenvironmentalservices.co.uk/Sheffield/>

Contract management governance arrangements

Sheffield City Council has defined the best practice approach implemented for managing and developing its commercial relationships - the Intelligent Client Model. This is supported by a world class contract management approach developed by the Council's Commercial Services Department.

The 'Intelligent Client' is defined as the integrated roles, responsibilities, structures, processes and values that exist to ensure that Sheffield City Council manages and develops the delivery of services and systems, minimises risk and obtains value for money over the full life of the commercial relationship, defined by the legal agreement put in place between the Council and the Service Provider.

The management of Sheffield City Council's Contracts is supported by comprehensive governance arrangements in the form of Governance Boards.

Strategic Partnership Board:

This Board is about strategic direction, major developments and an oversight of the effectiveness of the Contract. It is not involved in the management of the Contract unless matters of a serious nature are escalated by the Management or Service Operations Boards.

Management Board:

This Board is about the performance management of the Contract and service provision.

The Management Board has responsibility for ensuring that Performance Indicators are being achieved, risks are being jointly managed, the Payment and Performance Mechanism is being operated correctly, a high performance relationship and culture is being developed and maintained and that Contract variations, or issues are resolved.

Contract Board:

This Board is responsible for the ongoing performance and development of the contracted services within the specific service area. Where a Contract has a number of individual service areas, it may be appropriate to have individual Service Operations Boards for each service area.

All Boards are controlled by Sheffield City Council.

It is important that the Intelligent Client and Service Provider(s) are working in partnership, which is about performance and people. The 'people' elements are within the ethos and principles or culture and values which the Intelligent Client will establish, and are based on the following:

- Openness, excellent communication, mutual trust and sharing of information
- Developing agreed and clearly understood mutual objectives
- Commitment towards continuous improvement
- Resolution of problems in a constructive and collaborative way
- Working proactively to manage a relationship

Contract management governance arrangements (cont'd)

The members of the Integrated Waste Management Contract (IWMC) **Strategic Partnership Board** are:

Role	Name
SCC Executive Director – Place (Chair)	Simon Green
SCC Director of Business Strategy & Regulation	Mick Crofts
SCC Director of Commercial Services	Open post
Veolia Executive Director Treatment – UK	Gavin Graveson
Veolia Regional Director – Northern	Phil Gilmour
Veolia Fuel and Energy Manager	Doug Barlow
Facilitator	Claire Smith

The Strategic Partnership Board will usually meet **quarterly** and will receive reports from the IWMC Management Board. The Board may direct the IWMC Management Board to take the actions necessary to implement decisions and deliver agreed strategy.

The members of the IWMC **Management Board** are:

Role	Name
SCC Director of Business Strategy & Regulation (Chair)	Mick Crofts
SCC Commercial Director	Open post
SCC Senior Contract Manager	Tim Hardie
SCC Head of Waste Management	Gillian Charters
Veolia Regional Director – Northern	Phil Gilmour
Veolia Managing Director - Sheffield	Nigel Wilson
Veolia Commercial Manager – Sheffield	John Gummerson
Facilitator	Claire Smith

The Management Board will usually meet **bi-monthly** and will report to the IWMC Strategic Partnership Board and will receive reports from the IWMC Contract Board. The Board may direct the Contract Board to take necessary actions in order to deliver specific outcomes.

Contract management governance arrangements (cont'd)

The members of the IWMC **Contract Board** are:

Role	Name
SCC Head of Waste Management (Chair)	Gillian Charters
SCC Senior Contract Manager	Tim Hardie
SCC Waste Strategy Officer	Alastair Black
SCC Contract Support Officer	Claire Smith
Veolia Managing Director – Sheffield	Nigel Wilson
General Manager	Debbie Doohan
Veolia Financial Controller	Tracey Knipe
Veolia ERF Plant Manager	Antony Smith
Veolia General Manager - DEN	Martin Simpson
Veolia MRF Manager	Simon Lowe

The Contract Board meet **monthly** and will report to the IWMC Management Board

Useful contacts

Sheffield Environmental Services call centres 0114 273 4567

SCC Waste Management Team - WasteManagement@sheffield.gov.uk

Contract Support Officer – Melissa Barker 0114 20 53152 / 20 37624

Key performance data

Key Performance Measures for 2013/14:

- % total tonnage of household waste recycled = 24%
- Amount of household waste recycled = 142097 tonnes
- % total tonnage of household waste used to recover heat/power = 75%
- Amount of household waste used to recover heat/power = 125,009 tonnes
- % total tonnage of household waste sent for composting = 3%
- % total tonnage of household waste landfilled = 2.28%
- Amount of household waste landfilled = 2238 tonnes

* April 13 – March 14

Employment, apprenticeships and Corporate Social Responsibility

- Veolia Sheffield have a Go Further Together Programme to support their workplace including training and apprenticeships, and the local community, details below:



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- Details of corporate social responsibility:

<http://www.veoliaenvironmentalservices.co.uk/Sheffield/About-us/corporate-responsibility/>

- Veolia Sheffield has several waste and recycling initiatives to support the local community, details on the link below:

<http://www.veoliaenvironmentalservices.co.uk/Sheffield/Education/>

Buy local contributions

Veolia Sheffield is located in the Sheffield area and employs a significant number of people from the local area.

During 2012 16.2% of Veolia Sheffield's spend was with Sheffield based suppliers.

Other useful links

Diversity Report for 2012



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Dignity at Work Policy



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Equal Opportunities Policy



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