

BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD

**Venue: Town Hall, Moorgate
Street, Rotherham S60
2TH**

Date: Friday, 13th October, 2017

Time: 10.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Apologies for absence
4. Declarations of Interest
5. Minutes of the previous meeting held on 30th June 2017 (Pages 1 - 5)
6. Matters Arising
To discuss matters arising from the previous minutes, which are not included elsewhere on the agenda.
7. Current Issues
8. Risk Register (Pages 6 - 12)
9. BDR Joint Waste Project - Manager's Report (Pages 13 - 33)
 - Governance
 - Contract Delivery
 - Legal
 - Financial
 - Communications
 - Health and Safety
 - Resources
 - Other
10. Date, time and venue for the next meeting

: a further meeting to be held during December, 2017, on a date to be

arranged.

: if necessary, a meeting shall be held during March, 2018, on a date to be arranged.

: the annual meeting is to be held on a date to be arranged during June or July, 2018.

BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD
Friday, 30th June, 2017

Present:- Councillor S. Howard (Barnsley MBC), Councillor S. Allen (Rotherham MBC) and Councillor G. Jones (Doncaster MBC), together with Mrs. L. Baxter, Mrs. K. Hanson and Mr. R. Flint (Rotherham MBC), Mr. P. Castle (Barnsley MBC), Mrs. L. Richardson (Doncaster MBC) and Mr. J. Busby (DEFRA)..

Apologies for absence were received from Councillor P. R. Miller (Barnsley MBC), Councillor E. Hoddinott (Rotherham MBC), Councillor C. McGuinness (Doncaster MBC), Councillor B. Lodge (Sheffield City Council), Mrs. G. Gillies and Mr. L. Garrett (Doncaster MBC) and from Mrs. G. Charters (Sheffield City Council).

1. APPOINTMENT OF CHAIRMAN FOR THE MUNICIPAL YEAR 2017/2018

Agreed:- That Councillor Chris McGuinness of Doncaster Metropolitan Borough Council be appointed Chair of the Barnsley, Doncaster and Rotherham Joint Waste Board for the 2017/2018 Municipal Year.

2. APPOINTMENT OF VICE-CHAIRMAN FOR THE MUNICIPAL YEAR 2017/2018

Agreed:- That Councillor Emma Hoddinott of Rotherham Metropolitan Borough Council be appointed Vice-Chair of the Barnsley, Doncaster and Rotherham Joint Waste Board for the 2017/2018 Municipal Year.

In the absence of both the Chair and the Vice-Chair, it was agreed that Councillor G. Jones (Doncaster MBC) be appointed Chair of this meeting.

(Councillor Jones in the Chair)

3. DECLARATIONS OF INTEREST

There were no Declarations of Interest made at this meeting.

4. MINUTES OF THE PREVIOUS MEETING HELD ON 27TH JANUARY, 2017

Consideration was given to the minutes of the previous meeting of the Barnsley, Doncaster and Rotherham Joint Waste Board, held on 27th January, 2017.

Agreed:- That the minutes of the previous meeting of the BDR Joint Waste Board be approved as a correct record for signature by the Chairman.

5. MATTERS ARISING

With regard to Minute No. 27(2) of the minutes of the previous meeting of the BDR Joint Waste Board, held on 27th January, 2017, it was noted that all of the required actions within the internal audit report 2015/16 had now been implemented, with the sole exception of the contract manuals.

6. APPROVAL OF DELEGATIONS UNDER THE SECOND INTER-AUTHORITY AGREEMENT FOR THE MUNICIPAL YEAR 2017/18

The Barnsley, Doncaster and Rotherham Joint Waste Manager submitted a report stating that one of the contractual documents entered into between the Barnsley, Doncaster and Rotherham Local Authorities at financial close of the BDR Waste PFI project was an Inter-Authority Agreement (IAA). This IAA creates the Joint Waste Board (“JWB”) as a joint committee pursuant to Section 101(5) of the Local Government Act 1972, which is established as part of the joint working arrangements between the Local Authorities for the management and administration of what are termed Relevant Contracts under the IAA. At the date of today’s meeting, the BDR Waste PFI Contract is the only Relevant Contract to which the IAA applies and is referred to as the “Principal Contract”.

The submitted report detailed how the functions of this Joint Waste Board will be delegated down to the BDR Steering Committee and the BDR Manager in order to deal more efficiently with the day-to-day decisions that will be required under the Principal Contract. All decisions of the JWB, BDR Steering Committee and the BDR Manager will be made in accordance with the provisions of the prevailing Inter-Authority Agreement.

Agreed:- (1) That the report be received and its contents noted.

(2) That the Joint Waste Board notes that:-

(a) with the exception of the decisions reserved to the Local Authorities for a unanimous decision under the Inter-Authority Agreement, all other decisions in respect of the Principal Contract are delegated by the Joint Waste Board to the Authorised BDR Steering Committee Member;

(b) the Authorised BDR Steering Committee Member may elect to delegate certain decisions to the BDR Manager;

(c) the BDR Manager may delegate any decisions delegated to them to a member of the Joint Waste Team (if the right to delegate is granted by the Authorised BDR Steering Committee Member); and

(d) Barnsley Metropolitan Borough Council’s representative on the BDR Steering Committee will be the Authorised BDR Steering Committee Member for 2017/18. The Barnsley, Doncaster and Rotherham Joint Waste Manager submitted a report stating that one of the contractual

documents entered into between the Barnsley, Doncaster and Rotherham Local Authorities at financial close of the BDR Waste PFI project was an Inter-Authority Agreement (IAA). This IAA creates the Joint Waste Board (“JWB”) as a joint committee pursuant to Section 101(5) of the Local Government Act 1972, which is established as part of the joint working arrangements between the Local Authorities for the management and administration of what are termed Relevant Contracts under the IAA. At the date of today’s meeting, the BDR Waste PFI Contract is the only Relevant Contract to which the IAA applies and is referred to as the “Principal Contract”.

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(b) the Authorised BDR Steering Committee Member may elect to delegate certain decisions to the BDR Manager;

(c) the BDR Manager may delegate any decisions delegated to them to a member of the Joint Waste Team (if the right to delegate is granted by the Authorised BDR Steering Committee Member); and

(d) Barnsley Metropolitan Borough Council’s representative on the BDR Steering Committee will be the Authorised BDR Steering Committee Member for 2017/18.

7. BDR JOINT WASTE PROJECT - MANAGER'S ANNUAL REPORT 2016-2017

The Barnsley, Doncaster and Rotherham Joint Waste Manager submitted a report which highlighted and updated the following issues relating to the Joint Waste Private Finance Initiative (PFI), for the period April 2016 to March 2017:-

- Inter-Authority Agreement – reviewed and signed under seal on 27th September, 2016;
- Senior Responsible Officer – Damian Wilson, Strategic Director,

- Regeneration and Environment, Rotherham MBC;
- The Operating Contractor is appointing a new Contract Director exclusively for the BDR Project with effect from 10th July, 2017;
 - Shanks plc has completed the merger with the Van Gansewinkel Group and formed the new company “Renewi”;
 - Issues affecting the Bolton Road facility; the Ferrybridge facility; and the transfer station at Grange Lane, Barnsley;
 - Complaints;
 - Health and Safety;
 - Finance – the Operational Management Budget 2016/17;
 - Communications;
 - Awards – the BDR PFI project won the Best Energy from Waste Initiative category in the National Recycling Awards 2016;
 - Resources;
 - Waste Compositional Analysis, completed in March, 2017;
 - Shanks Corporate Social Responsibility Fund.

Agreed:- (1) That the BDR Manager’s report be received and its contents noted.

(2) That the BDR Joint Waste Project Annual Reports for 2017-2018 and for future years shall include details in respect of actual performance against the requirements of the Communications Plan.

(3) That the BDR Joint Waste Manager submit a report to the next meeting of this Joint Waste Board concerning the progress of the Waste Electrical and Electronic Equipment (WEEE) Re-use Scheme.

8. BDR JOINT WASTE PROJECT - CURRENT ISSUES

Discussion took place on the following issues:-

(1) Fire Design of the BDR Waste Treatment Facility

This Plan is being reviewed because of insurance requirements. Planning permission will be required to enable any works to be undertaken.

(2) Flies

The recent warm weather has resulted in an increase of flies. There have been a number of complaints associating the flies with the Bolton Road site. All complaints had been investigated, actions were being taken to minimise flies on site (eg: discussions with the Environment Agency; training staff to apply insecticide on site, instead of using a contractor; investigation of the bio-drying element because dry waste is not as attractive to flies as wet waste; minimising the amount of food waste).

9. RISK REGISTER

The Barnsley, Doncaster and Rotherham Joint Waste Board considered the updated Waste PFI risk status report (risk register) which had been maintained during the various stages of the joint waste project. The report stated that thirteen risks are registered, with one to be added and another deleted since the last Joint Waste Board meeting held on 27th January, 2017.

The report stated that Risk 3 (Failure to Pay the Contractor on Time) has now been removed because systems are in place, are documented and have been working consistently during the past financial year. Risk 14 (Insurance for the BDR Waste Treatment Plant is not available) has been added.

Agreed:- (1) That the updated information on the risk status report, as now submitted, be received.

(2) That the removal of Risk 3 from the risk register and the addition of Risk 14 to the BDR PFI risk register, as detailed in the report now submitted, be noted.

10. DATE, TIME AND VENUE FOR THE NEXT MEETING

Agreed:- (1) That the Barnsley, Doncaster and Rotherham Joint Waste Board shall continue to hold its meetings at intervals of three months, at the Town Hall, Rotherham, commencing at 2.00 p.m. and invitations be extended to the representatives of Sheffield City Council to attend these meetings.

(2) That the next meeting of the Barnsley, Doncaster and Rotherham Joint Waste Board be held on a date to be arranged during September, 2017 at the Town Hall, Rotherham, commencing at 2.00 p.m.

Summary Sheet

Council Report:

Barnsley, Doncaster and Rotherham Joint Waste Board

Title: BDR Risk Register

Is this a Key Decision and has it been included on the Forward Plan?:

No

Strategic Director Approving Submission of the Report:

BDR Steering Committee

Report Author(s):

Lisbeth Baxter

Ward(s) Affected:

None

Executive Summary:

This document presents the risks associated with the delivery of the BDR PFI Waste Facility contractual obligations now the facility is operational. The risks identified in the risk register are considered by the BDR Steering Committee every six weeks.

Recommendation:

BDR Joint Waste Board is asked to consider and note the attached updated Risk Register, and

After consideration, advise of any further risks to be added to or deleted from the risk register.

List of Appendices Included: BDR Risk Register (appendix 1)

Background Papers:

BDR Risk Register Scoring Guide

Consideration by any other Council Committee, Scrutiny or Advisory Panel:

The register has previously been considered by the BDR Steering Committee and the BDR Joint Waste Team.

Council Approval Required: No

Exempt from the Press and Public: No.

Title:

BDR Risk Register

1. Recommendations

- **BDR Joint Waste Board is asked to consider and note the attached updated Risk Register, and**
- **After consideration, advise of any further risks to be added to or deleted from the risk register**

2. Background

- 2.1 The BDR Joint Waste Board last considered the risk register at its meeting on 30th June 2017.
- 2.2 There are 3 categories of risk Red, Amber, Green (RAG) representing varying degrees of exposure. Each category contains a range of risk scores and the table below shows how the RAG rating and score are derived.

LIKELIHOOD (A)	Almost Certain 5	5	10	15	20	25
	Probable / Likely 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Very unlikely / Rare 1	1	2	3	4	5
		Insignificant / Negligible 1	Minor 2	Moderate 3	Major 4	Critical/ Catastrophic
	IMPACT (B)					

3. Key Issues and Risks

- 3.1 There are no new risks proposed for inclusion on the register. There are thirteen risks on the risk register
- 3.2 There are currently no risks proposed for deletion in the register.
- 3.4 The risk areas under each of these headings are as in appendix 1 with their respective current and target RAG rating:
- 3.5 Previous reports have highlighted to BDR Joint Waste Board that there has been very little movement in current risk scores for risks in the period since the facility became operational.

Current RAG Rating	22/09/16	19/01/17	09/03/17	30/6/17	29/09/17
Red	3	3	2	3	1
Amber	5	5	6	6	8
Green	5	5	5	5	4
Total	13	13	13	14	13

- 3.6 Risk 14 has been decreased due to a better understanding of the insurance market and the fire improvement works.
- 3.7 Risk 11 has decreased due to improvements in the refinement area and an uplift in recycling performance
- 3.8 Risk 12 has been increased due to the resignation of the BDR Compliance Officer
- 3.9 Risk 7 Insurance risks increase remains one of the highest risks. This is due to the hardening of the market and the requirement by the 3SE insurers for more mitigation equipment.

Target RAG Rating	01/07/16	22/09/16	19/01/17	09/03/17	30/6/17
Red	1	0	0	0	0
Amber	5	6	6	6	7
Green	7	7	7	7	7
Total	13	13	13	13	14

Monitoring

3.10 The BDR Risk Register is reviewed six-weekly by the BDR Steering Committee. Additionally, the BDR Manager reports to the Joint Waste Team and draws attention to issues to allow internal challenge.

4. Options considered and recommended proposal

4.1 Not applicable.

5. Consultation

5.1 The BDR Joint Waste Team has reviewed and agreed the attached draft register.

6. Timetable and Accountability for Implementing this Decision

6.1 Not applicable.

7. Financial and Procurement Implications

7.1 The risks contained in the register require ongoing management action. In some cases additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the risks are reported to the BDR Steering Committee for consideration.

8. Legal Implications

8.1 There are no direct legal implications arising from the risk register. Any actions taken by the BDR Manager in response to risks identified will take into account any specific legal implications.

9. Human Resources Implications

9.1 There are no Human Resources implications associated with the proposals.

10. Implications for Children and Young People and Vulnerable Adults

10.1 Not applicable

11. Equalities and Human Rights Implications

11.1 Proposals for addressing individual risks within the register incorporate equalities and human rights considerations where appropriate.

12. Implications for Partners and Other Directorates

12.1 The actions relating to any issues affecting partners are reflected in the risk register and accompanying risk mitigation action plans.

13. Risks and Mitigation

13.1 The BDR Manager will review and update the risk register on a six-weekly basis, to ensure risks are able to be effectively monitored and managed.

14. Accountable Officer(s): Lisbeth Baxter BDR Manager

Risk Number	Risk	Consequence /effect: - What would actually happen as a result? How much of a problem would it be? To whom and why?	Existing actions/controls - What are you doing to manage this now?	Risk Score with existing measures (See scoring table)		Current Score	Further management actions/controls required - What would you like to do in addition to your controls?	Target Score with further management actions/controls required (See Scoring Table)		Target Score	Risk Owner (Officer responsible for managing risk and controls)	Risk Review Date	Movement
				I	L			I	L				
7	Obtaining required terms for Insurance is difficult due to market conditions - Insurance costs increase	There is a lack of Markets for Insuring waste plants	Robust fire strategy, latest technology for fire suppression . Fire plan signed off by insurers BDR Technical advisors and Independent Certifier. Regular fire drills. Contractor liaison and education of insurance markets. Contractual position on insurance	3	5	15	Consider reviewing the insurance requirements. Enforcement of Contractual positions	2	5	10	BDR MANAGER	29/10/17	
14	Insurance for the BDR Waste Treatment Plant is not available	The Councils would become the insurer of last resort. The Contractor would have to approach the market every 4 months to attempt to obtain insurance/ Contract would be terminated	Contractor in liaison with Insurer is progressing upgrade of the Fire Protection systems. Insurance broker is working with Insurance market to build confidence.	5	2	10	Robust case against Uninsureability. Ensure Contractor Completes the fire improvement works	5	1	10	BDR MANAGER	29/10/17	
11	Failure of plant equipment results in withdrawal of credits (Review of WICS)	Reputational damage and adverse publicity emanating from poor performance of state of the art facility. Potential for Local/National interest. Budget impact	Regular contract meetings/Monitoring and review procedures/Contingency facilities in place/Performance deduction , Step in provisions exist. It is likely that the Funders would step in an appoint another Contractor if performance is poor. Alternately the Councils could step in until the Contract could be retendered.Contract has improved the refinement and is introducing further measures to ensure plant performance continues to improve	5	2	10	Ensure monitoring staff are sufficiently skilled to manage this situation. Liaison with other PFI Contract Managers, knowledge transfer close liaison with DEFRA.	5	1	5	BDR MANAGER	29/10/17	
10	Environmental Impact to Local Area from Noise/Odour/Flies/Vermin etc (Compliance)	Reputational damage and adverse publicity from pollution emanating from State of the Art Facility. Potential for Local/National interest	Contractual controls and performance measures. Monitoring the contract. Pro-ative engagement with the local community . Sharing data Regular monitoring outside the perimeter of the plant	3	4	12	Further plant investment in Acoustic measures. Increased fly spraying during the fly season. Communicate to householders to wrap waste.	3	3	9	BDR MANAGER	29/10/17	
9	Changes in Government Law/Regulations including the UK exiting the European Union (Legislative Change)	Potential financial implications to cover the cost of required service change	Procedure incorporated in the Contract Conditions. Impact and actions to be jointly agreed with the Contractor to mitigate costs as far as possible. Application of the Change in Law Clauses within the contract	3	4	12	Consider the need for the Change in Law retention fund.	3	4	12	BDR MANAGER	29/10/17	
8	Changes to Collection services to support budget savings that impact on the PFI Contract - waste volumes change	Potential to impact on the performance of the plant. Potential to impact on the Third Party Revenue Share due to the Councils. Implications on PFI Credits. Implications on Inter Authority Agreement.	Inter Authority Agreement measures. Significant collection change clause in the PFI Contract. Current WIDP/DEFRA position in terms of Credit Allocation position requires BDR to abide by the terms and conditions in the Promissary letter and the Final Business Case.	3	4	12	Dialogue with WIDP/DEFRA and between BDR Councils. Test potential impacts to the contract/Councils against the IAA2. Lobby Government on recycling definitions.	3	3	9	BDR MANAGER	29/10/17	
13	Closure of facility or inability to provide the service due to a force majeure event (major incident at ITSAD Facility)	Service disruption. Temporary full or partial closure of facilities.	Contractual conditions provide a shared responsibility to agree measures to mitigate the effects and facilitate the continuation of the service. There are contingencies within the contract to divert waste to other waste facilities	4	3	12	Undertake a Communications campaign. Use contingency sites/ other Contracts where possible e.g. Veolia Landfill. Use emergency procurement if absolutely necessary.	3	3	9	BDR MANAGER	29/10/17	

12	Lack of resources due to restructures, and staff resignations failure to have a knowledge management plan (<i>Business Continuity - BDR</i>)	Failure to monitor the contract effectively/make payments resulting in Breach	Contract manual to document the processes and procedures. To be maintained and updated when changes occur. Contract information held on CIPFA site and on a Sharepoint portal. Staff training and development. Knowledge management plan.	3	4	12	Staff retention could be improved if a clear career path existed. CIPFA Asset Management system to hold all relevant documentation.	2	3	6	BDR MANAGER	29/10/17	
6	Serious injury/death of a member of staff or public through service operation (<i>MAJOR INCIDENT AT ITS/AD</i>)	Personal tragedy. Health and Safety Executive intervention. Possible service disruption. Possible corporate liability offence	Contractor has completed and regularly reviews full Risk Assessments. Staff training, H&S Inspections, Contract Monitoring and performance deductions for non compliance. External Audit has been undertaken by Consultants and RMBC Health and Safety Team Regular monitoring of the Contractual requirements in relation to Health and Safety Consistent application of the Payment Mechanism	3	3	9	Regular visits by Health and Safety officers. Quarterly Health and Safety meetings.	3	2	6	BDR MANAGER	29/10/17	
2	Contractor default needing emergency action and/or leading to contract termination.	Service disruption. Temporary full or partial closure of facilities.	A series of performance bond and Parent Company Guarentees exist to provide and/or pay for interm/alternative arrangements to be made. Funders would work with BDR to bring in a new contractor to deliver the service. Contingency arrangements may be implemented in the short term. Robust contract monitoring procedures	4	2	8	Ensure monitoring staff are sufficiently skilled to manage this situation. Liaison with other PFI Contract Managers, knowledge transfer	3	2	6	BDR MANAGER	29/10/17	
1	There is a risk that the contractor will not comply with the terms and conditions and the performance will be less than the Councils are paying for.	Service disruption. Temporary full or partial closure of facilities.	Regular contract meetings/Monitoring and review procedures/Emergency plan/Contingency facilities in place/Performance deduction , Step in provisions exist. It is likely that the Funders would step in an appoint another Contractor if performance is poor. Alternately the Councils could step in until the Contract could be retenderd	2	4	8	Ensure succession planning is adequate. Invest in training for the current team Project Management and COTC.	2	3	6	BDR MANAGER	29/10/17	
4	Fraud	Contractor could attempt to charge for more than they are entitled to/Client team could collude with Contractor	Process for checking Tickets from each Council is in place. Financial and Legal Officers form part of team. Information shared across all 3 Councils Direct debit mandate is in place for Barnsley and Doncaster to pay Rotherham. All deductions are accounted for in line with the IAA3. Guarenteed minimum tonnage requirement for the Councils. Regular reports to Steering Group/Joint Waste Board. Systems in place to pay the Contractor Internal and External Audits undertaken	3	2	6	Make an agenda item at meetings	2	2	4	BDR MANAGER	29/10/17	
5	Ensure the balance of risk between Contractor and BDR is maintained.	Councils could take more risk than anticipated	Change protocol in place, consideration needs to be given to level of risk as changes are negotiated.	3	2	6	Councils may consider taking on more risk as long (as this is properly assessed) to deliver savings. Currently being investigated as part of the Operational Savings review	2	2	4	BDR MANAGER	29/10/17	

Consequence /effect: - <i>What would actually happen as a result? How much of a problem would it be? To whom and why?</i>	Existing actions/controls - <i>What are you doing to manage this now?</i>	Risk Score with existing measures (See scoring table)		Current Score	Further management actions/controls required - <i>What would you like to do in addition to your controls?</i>	Target Score with further management actions/controls required (See Scoring Table)		Target Score	Risk Owner (Officer responsible for managing risk and controls)	Risk Review Date	Movement
		I	L			I	L				

**BDR WASTE PFI
BDR MANAGER UPDATE REPORT**

APRIL 2017 – AUGUST 2017

1.0 Governance

1.1 Shanks Group, including Shanks Waste Management Limited as the operating sub-contractor, has announced it is rebranding as Renewi following the completion of its merger with Dutch firm Van Gansewinkel. As part of the merger, a new senior management team has been put in place to help the integration of the businesses.

On 6 October 2017, Shanks Group will roll out the Renewi branding across their contracts. In the case of BDR, the Contractor i.e. 3SE branding will remain on PPE etc.; however any operational posters etc. will have the Renewi branding on it.

1.2 The newly appointed Renewi Contract Director commenced his post in July 2017.

1.3 Renewi has appointed a new Director of Safety Health, Environment and Quality.

1.4 The Project Manager during the build phase has returned and now joins the team on a permanent basis to help action and close out site defects, improvements and support capital expenditure applications.

1.5 Karen Hanson, the Assistant Director of Regeneration and Environment in Rotherham Borough Council, is leaving Rotherham Council. The BDR Partnership would like to wish her well for the future and thank her for all her hard work and support.

2.0 Contract Performance

2.1 Recycling and Diversion

2.1.1 Table 1 contains the information about the number of tonnes processed and the contract performance for 2016/17 and from 1st April 2017 to the 1st of September 2017. The Contractor is on target to achieve 12.5% recycling performance by the end of the financial year; thus avoiding any termination triggers. A recycling deduction is applied at the end of the year for every tonne of waste not recycled below the 19% target.

Table 1 – Year to date tonnes Processed 1st April 2017 to 31 August 2017

	Type	Tonnes 2016/17	Percentage 2016/17	Tonnes 01 April 2017 to 01 Sep 2017	Percentage 01 April 2017 to 01 Sep 2017	Target (contract estimate)
Total Waste delivered	Total Waste to MBT	239,004.88	95.60% of 250,000 capacity	96,518.96	92.66% of 250,000 capacity	100%
	Third Party Waste	14,417.80	6.03%	2,778.74	2.88%	
	Contract waste only	224,587.08	93.97%	93,740.22	97.12%	
	Household Waste	201,946.77	84.49%	83,960.83	86.99%	
Landfill	Total	8,407.22	3.50%	5,920.54	6.32%	5%
Recovery	Total	213,310.78	63.62%	88,196.58	94.09%	n/a
Recycling	Ferrous	2,163.30	1.06%	1,062.28	1.27%	
	Non-ferrous	261.3	0.13%	135.43	0.16%	
	Fines	9,101.75	4.34%	5,841.31	6.96%	
	Glass and Stone	3,223.59	1.56%	1,519.66	1.81%	
	Plastic	6,395.26	3.19%	2,703.57	3.22%	
Recycling other	Metals in bottom ash	2,162.30	1.33%	896.50	1.07%	
	AWM recycling	2,623.56	0.91%	241.89	0.29%	
	Total	25,931.06	12.84%	12,400.64	14.77%	19.00%
Moisture Loss	Moisture Loss	62,375.88	30.76%	26,315.00	29%	

2.1.2 N.B. above figures are unaudited and subject to change. Recycling percentage is calculated from household waste streams only (not commercial waste). Landfill diversion is calculated by total waste diverted from landfill divided by the total waste delivered.

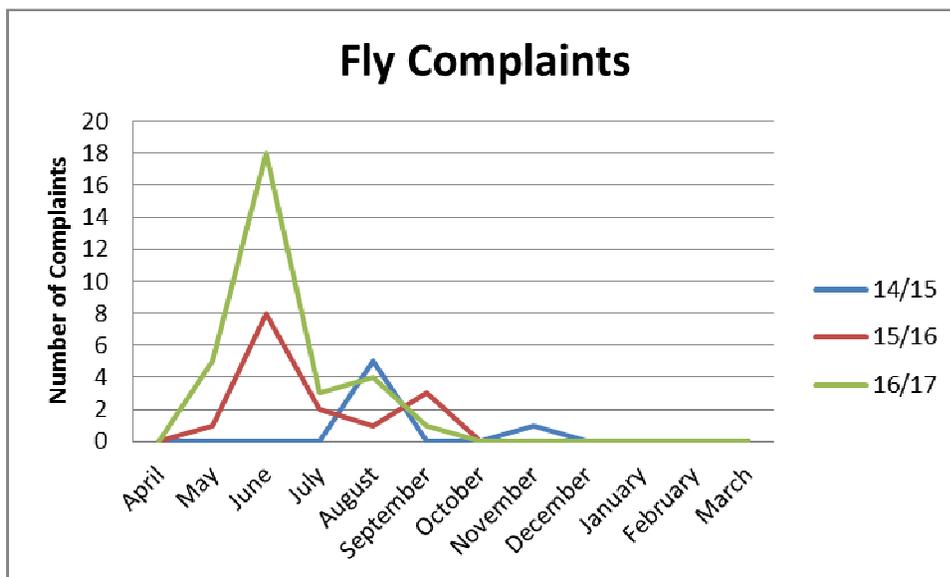
2.1.3 The landfill diversion target for the contract is 95% to date 6.32% has been landfilled; 1.32% above the target. This was due to more of Barnsley's HWRC waste being treated at Bolton Road while the dilapidations work takes place at Grange Lane Transfer Station. A manual sort process using a 360-grabber machine is used to separate the HWRC waste into MBT-able and landfill waste, the additional HWRC waste leads to a loss in the efficiency of the sort process. In April and May, an average of 9.49% was landfilled. The efficiency issue with the sorting process has now been rectified, with an average of 4.41% landfilled in June, July and August.

2.2 Complaints

2.2.1 Flies

2.2.1.1 A small number of fly complaints are still being received from residents and local business around Bolton Road. All complaints are investigated and reported back to the originator and the BDR Manager. The purchasing of the new fly treatment system is progressing with the selected contractor in receipt of the purchase order. Meetings have been held on-site to discuss final installation drawings and process workings. A draft revised Fly Management Plan has been submitted to the Environment Agency.

Chart 1



2.2.2 Chart 1 compares fly complaints over the past 3 years. This year has seen a spike in complaints in June 2017. There are a number of contributing factors, a mild winter with warm weather meant there were more flies in general. A fire suppression foam dump triggered by the system may have driven flies from the bio drying area during the fire watch procedure. Two Complaints came from drivers that were using the site and 10 came via complaints from the EA about flies in the Bolton-Upon-Dearner area, which may or may not have been directly attributed to the site.

2.2.3 Fly numbers are monitored weekly inside and outside of the facility. During the peak of the fly season, a fogging treatment was applied to the air 3 times a week with chemicals that kill flies on contact. A residual treatment was increased from 3 to 4 times a week where walls within the facility have a chemical treatment applied to kill flies that land on the wall. 40 - 50 bait boards were used which use a pheromone to attract the flies before killing them upon contact. A laticide called Neporex is applied to all waste that enters the facility to prevent the fly larvae developing. A water spray system is also used to create a mist at the reception doors to prevent flies leaving the site.

2.2.4 The staff at site continues to work closely with the nearest neighbours that may be

affected by flies from the site and liaise with the Environment Agency to ensure that all complaints are addressed and appropriate actions are taken to control the flies.

2.2.5 Improvements to the Neporex system have been made since April and further improvements are planned the next year.

2.3 Health and Safety

Table 2 - Compliance from April 2017 to August 2017

2017	Close Call	Accident less than 3 days	Accident more than 3 days	Non RIDDOR dangerous occurrence	RIDDOR dangerous occurrence	RIDDOR more than 7 day injury	Major RIDDOR	Environmental
April	33	0	0	2	0	0	0	0
May	44	1	0	2	0	0	0	1
June	63	0	0	3	0	0	0	1
July	29	2	0	2	0	0	0	0
August	34	0	0	4	0	0	0	0
YTD Total	203	3	0	13	0	0	0	2

2.3.1 Please note: close calls are not incidents; they are where staff have made an observation of something that has the potential to cause an accident. Reporting close calls allows action to be taken before an accident occurs and is a positive indicator of the efforts being made to improve health and safety.

2.2.2 Fire Protection Improvements

2.2.2.1 The Contractor has provided more information on the detailed design and the programme of works required for the improvements in fire protection, this has been reviewed by Amec Foster Wheeler (for BDR) and some questions have been raised that will need to be addressed during the approval process.

2.2.2.2 A number of work packages will be involved in the fire improvement works including potential changes to the planning and permit. A new fire prevention plan will also need to be submitted to the Environment Agency and this will address where the firewater will run off to etc.

3.0 Grange Lane

3.1 Dilapidation works at Barnsley's Grange Lane transfer station has highlighted some further works requirements. Meetings are being held regularly to discuss the way forward, the costings and plan of works. It has been agreed that the work is required and it does fall under the dilapidation works to bring the site to a full and tenantable repair standard required by the PFI project.

4.0 Communications

4.1 South Yorkshire Waste Strategy (SYWS)

4.1.1 The South Yorkshire Waste Strategy is being considered by local authorities across the region.

4.2 Lithuanian Delegation

4.2.1 The visit of high-level Lithuanian delegates looking at public private partnership projects in South Yorkshire took place over three days in April 2017. The visit was to PFI schemes including schools, leisure and waste in Barnsley, Doncaster, Rotherham and Sheffield. Delegates talked to the teams involved in the planning, procurement, construction and operational management of the schemes. Delegates were particularly interested in the governance of PFI partnerships.

4.3 Love Food Hate Waste Campaign

4.3.1 The Love Food Hate Waste Campaign closed on 5 July 2017. The campaign ran over an 8-week period. The purpose of the campaign was to raise public awareness and reduce the amount of food waste in bins across BDR. Please see Appendix 1 for further details on the campaign.

There have been several positive articles around the Love Food Hate Waste campaign.

4.4 Rotherham and Penistone Show

4.4.1 The Community Education Liaison Officer (CELO) and BDR Compliance Officer attended the Rotherham and Penistone shows on the 9th and 10th of September 2017. The Penistone Show was impacted on by the weather and there was limited engagement but there was more success at the Rotherham Show with over 100 residents requesting the blue recycling bags.

4.5 Recycle Week

4.5.1 National Recycling Week took place on the 25 September 2017 with an event held in each of the authorities. The communication teams for Barnsley, Doncaster and Rotherham issued tweets to promote the week.

5.0 Waste Compositional Analysis

5.1 Phase 1 of the 2017/18 Waste Compositional Analysis has run from the 18 September to the 14 of October, Phase 2 will be completed around March 2017.

6.0 Legal

6.1 Insurance

6.1.1 A without prejudice, good faith meeting has taken place with the Contractor regarding insurance issues.

6.2. Monthly Update for Legal

6.2.1 The BDR Legal Locum has a monthly conference call with the Legal Officers across the BDR local authorities to update them on all matters, he is dealing with.

7.0 Financial

7.1 Operational Management Budget

Table 3 BDR PFI Budget Summary 2017-2018

JWB detail	Data			
	Sum of Spend to date	Sum of Total Forecast 2017/18	Sum of Budget 2017-18	Sum of Variance 2017/18
Contract Manager and Project Administrator	60344	120781	118905	1876
External Advice	23971	54471	130000	-75529
Internal resources	29769	64334	68017	-3683
Meeting expenses	4875	23776	22667	1109
(blank)	5087	15260	16956	-1696
Grand Total	124047	278623	356545	-77922

7.1.1 The operational management budget includes various projects that are underway including the Household Waste Recycling Contract procurement, the due diligence necessary on Contractor changes and the fire improvement works.

The budget excludes exceptional costs for any disputes that may arise during the contract year. Where costs like this arise, the Contract team will mitigate as far as possible.

8.0 Resources

8.1 Training

8.1.1 The BDR Project Administrator has secured free apprenticeship funding for an NVQ Level 4 – Business Administration and has recently passed her English Level 2 Reading and Writing exams, she has 18 months to complete the course and is progressing well.

8.2 Staffing

8.2.1 The BDR Compliance Officer will be leaving the project on 12 October 2017, as he has accepted another position at Wakefield Council. The BDR Manager and Steering Committee would like to thank him for his support over the past four years and wish him well for the future.

9.0 Other

9.1 Variation Business Case

9.1.1 Defra has confirmed that collection changes such as Doncaster Council moving from bins to boxes are operational and will not require a Variation Business Case to be submitted. They have requested that they have the ability to monitor the impacts of any changes on the recycling rates.

10.0 Glossary of Terms

Term	Definition
3SE	The name for the partnership between Shanks Group plc and Scottish & Southern Energy plc.
Amec Foster Wheeler plc (Amec)	Is a British multinational consultancy, engineering and project management company
Community Education Liaison Officer (CELO)	Works on behalf of the Barnsley, Doncaster and Rotherham Waste Partnership to deliver educational visits at schools and tours of the BDR PFI Waste Facility around recycling.
Compost Like Output (CLO)	The material produced after anaerobic digestion of the organic fines removed in the MBT process. This material is used on land remediation and restoration projects.
Department for Environment, Food & Rural Affairs (DEFRA)	The UK government department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy. Our broad remit means we play a major role in people's day-to-day life, from the food we eat, and the air we breathe, to the water we drink.
Environment Agency (EA)	An executive non-departmental public Body responsible to the Secretary of State for Environment, Food and Rural Affairs for issues affecting the environment.
Household Recycling Waste Centres (HWRC)	Local Authorities provide these sites to residents with an alternative to kerbside collections for the responsible disposal, recycling or re-use of their household waste,

Term	Definition
	particularly for items that are not collected or are costly to collect at the kerbside.
Incinerator Bottom Ash (IBA)	Is a form of ash produced in incineration facilities
Mechanical Biological Treatment (MBT)	A type of waste processing facility that combines a sorting facility with a form of biological treatment such as composting or anaerobic digestion.
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)	RIDDOR which puts duties on employers, the self-employed and people in control of work premises (the Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).
Solid Recovered Fuel (SRF)	A fuel produced by shredding and dehydrating solid waste (MSW) with a waste converter technology

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Love Food Hate Waste (LFHW)

Executive Summary

Campaign Overview: The campaign ran over an eight week period and was delivered by Renewi (formally Shanks), the BDR partnership and, where possible, the Councils. The purpose of the campaign was to raise public awareness and reduce the amount of food waste in bins across BDR.

Twenty two events were held across the target area of Barnsley, Doncaster and Rotherham with the launch and close events accompanied by food demonstrations. The demonstrations included samples of foods made from commonly wasted ingredients. The campaign events offered advice and asked residents to make a personal pledge to reduce their food waste at home – through simple techniques e.g. meal planning and use-up recipes ideas.

The 578 residents who chose to pledge received a promotional reusable shopping bag containing a rice scoop and shopping list pad. They will also receive 12 emails/letters through the coming year containing advice and recipes based around the information they supplied.

The campaign also promoted a strong social media presence on Facebook and Twitter enabling the campaign to engage with more residents. Throughout the campaign these mediums were used to promote events, tip exchanges and advice. After the campaign, Facebook and Twitter shall remain active in promoting tips, recipes and advice for new and existing followers.

Key Results:*

- 22 public events
- 2,277 members of the public spoken to
- 578 people pledged to reduce their food waste
- 240,503 twitter impression and 586 followers
- 428,380 Facebook impressions¹, with a reach² of 109,219 and 2332 followers

*as of Friday 7th July 2017

Conclusion: The campaign was positively received by the public and those who did engage were happy and surprised (the campaign was seen as forward thinking from the waste department) to see the council looking at the food waste issue. The campaigns main conclusions were:

- The public were very receptive and pleased to see the councils working together to deliver such an important and relevant message
- The campaign has established a successful social media presence (wider reaching than the target areas e.g. Manchester)
- The campaign has successfully forged new connections with similar projects such as the Doncaster Food Partnership³, Barnsley's Rose Voucher Scheme⁴, Rotherham Tesco and connections with local food banks.
- The CELO has been approached to provide talks related to food waste, recycling and the BDR Partnership – which will raise the awareness of the BDR Partnership and Treatment Facility

Future campaign recommendations:

- Use the projects LFHW event review to the identify new locations
- Utilise social media resources

¹ Impressions are the number of times a post from your Page/Tweet is displayed.

² Reach refers to how many people saw, liked, shared or commented on the Waste Less South Yorkshire Page.

³ A whole system approach to tackling food waste in Doncaster please contact Paul.Stabeler@doncaster.gov.uk

⁴ Barnsley Council's Family Centre service and partners' successful bid to The Alexandra Rose Charity, which developed the Rose Vouchers for Fruit and Veg project in partnership with Food Matters to help young families make and afford healthy choices while supporting local markets.

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- Ensure the councils Communications teams promote events on their social media outlets – e.g. utilising pre-scheduling options on Twitter and Facebook if resources are stretched

Love Food Hate Waste campaign overview:

Background:

Love Food Hate Waste is a national campaign launched by WRAP (Waste Recycling Action Programme) in 2007 to tackle the 8 million tonnes of food waste thrown away each year in the UK at a cost of £12 billion to households. Since its launch millions of people have responded saving around £1.5 billion worth of food.

In 2015 WRAP announced that an estimated 7.3 million tonnes of household food waste was thrown away with 4.4 million tonnes of this being classed as avoidable food waste (waste that was edible at some point before being put in the bin) at a cost to UK householders of £13 billion a year.

This equates to around £60 a month of food waste thrown away by households in the UK. Food waste is expensive to consumers and has a high disposal cost due to its disposal through the residual waste stream in Barnsley, Doncaster and Rotherham. It also goes against the values of the waste hierarchy which all councils promote.

For the BDR Partnership the most recent waste composition analysis for Barnsley, Doncaster and Rotherham shows that around 40% of household residual waste consists of food waste. It is estimated that Barnsley, Doncaster and Rotherham households are each disposing of 4.1 kg, 2.5 kg and 3.8 kg of food waste a week respectively. Of this, over 60% is classed as avoidable food waste or food and drink which has been thrown away but at some point prior to disposal was edible.

This avoidable food waste, that which at some point could have been eaten, makes up around 13,500 tonnes of waste a year in Barnsley, 11,800 tonnes in Doncaster and 15,500 tonnes of food waste a year in Rotherham or 40,800 tonnes a year across Barnsley, Doncaster and Rotherham.

Campaign Objectives:

The LFHW 2017 campaign supported the priorities set out within the 2016-21 South Yorkshire Municipal Waste Strategy, specifically the priorities *Educate and Inspire* and *Working Together*.

It also supported the three Councils' broader Local Plan objectives to:

- Help communities to thrive and flourish
- Safeguard future generations
- Promote healthy and happy communities
- Protect our natural environment and resources
- Create a resilient economy

Furthermore, the campaign also ties in with local, national and global objectives to increase sustainable practices and lifestyles.

Target Audiences:

All residents within the target area.

Geographic target:

The geographic target for the campaign was all residents from Barnsley, Doncaster and Rotherham.

Timing:

The campaign ran for a total of eight weeks (15th May – 7th June 2017).

Campaign strategy:

The LFHW 2017 campaign strategy involved running events across the region over an eight week period in conjunction with a social media campaign on Facebook and Twitter. At the end of the initial eight week campaign period maintenance work is planned to take place during autumn and winter (with the possibility of it being extended).

The campaign and approach were delivered using WRAPs behavioural change model: enabling people to make a change, encouraging action and engaging with communities. With WRAP giving training to those who worked on the campaign to ensure consistency of campaign messages.

One successful way the campaign engaged with people was the use of promotional marketing materials such as recipe cards, goodie bags and tools to help prevent food waste. These items were well received by the public and often led to conversations between the public and staff. Other effective tools included:

The pledges: involved a member of the public supplying their contact details, three foods they commonly waste, why food is commonly wasted and one change they could make (a selection was provided with a free space option). During the campaign 578 people chose to pledge. The pledges will enable the CELO to interact with residents in reducing food waste, continuing the work of the initial campaign.

Display materials: the use of display materials such as counters and banners were effective throughout the campaign, attracting people's attention and, encouraging people to enquire what the event was about whilst enabling those who didn't stop to take away information with them.

Paid for social media: this campaign championed the use of paid for social media. The results of which have been extremely positive in raising the profile of the campaign. On twitter we have gained 586 followers and 240,503 twitter impressions. Whilst on Facebook we gained 2,332 followers with 428,380 Facebook impressions⁵ with a reach⁶ of 109,219.

Other media: Dearne Valley/Trax FM advertised the launch events and traditional press covered the press release issued by the councils. With the Rotherham Advertiser running a spread on Rotherham's launch event. Furthermore, local business Jump did a blog on our visit to their Rotherham location.

Food demonstration vehicle: Visually the use of a food demonstration vehicle at the launch and close events had a big impact. A lot of people were inquisitive to what we were doing and the free food samples did go down well – though it was noted that some of the food samples supplied were not favoured by the public e.g. curry.

⁵ Impressions are the number of times a post from your Page/Tweet is displayed.

⁶ Reach refers to how many people saw, liked, shared or commented on the Waste Less South Yorkshire Page.

Campaign results and responses

Number of events:

Over the course of the campaign twenty two events were delivered across the region. A review of the events (as shown below) provides a summary of locations and provides evidence of the effectiveness of some of the locations, footfall and the impact of uncontrollable circumstances such as the weather.

Date:	Event:	Description:	Spoke to:	Pledges:	Staff attendance:	Issues:	Weather:
Sunday - 14 May 2017	10am – 4pm Delicious Doncaster	A relatively busy event to attend promoted well by DMBC. The location of the pitch was slight hidden by a stage (but was a market stall).	111	62	Abi, (Renewi), Row (Renewi) and Beth (BDR Partnership)	The event was found by Renewi a few days before. Unable to promote our presence until the day before.	Nice day – one down pour.
Monday – 15 May 2017	9am to 4pm Doncaster Launch – Clock Corner	Terrible weather and a non-market day meant the event had a low attendance. The public were cautious of the free food – thought there was a catch (people didn't like the curry). The public wanted free pens	182	43	Abi, (Renewi), Row (Renewi), Russ (BDR Partnership), Lynn (DMBC), Lorraine (DMBC)	RMBC and DMBC share the same market day so these areas had one event on/not on their market day. On the day the electric was not easily identified	Very wet and cold – a lot of people not wanting to hang around in town
Tuesday - 16 May 2017	9am to 4pm Rotherham Launch – Town Centre	Despite it being market day, town was still very quiet with little footfall in the street market. It may be prudent to consider other venues in future.	139	44	Abi (Renewi), Row (Renewi), Russ (BDR Partnership), Beth (BDR Partnership)	Market holders were not pleased at the pitch we were given. Access to electricity was an issue. Town centre staff asked if we could run the trailing wires overhead from the lamp posts (all of which were in public areas).	Very windy and wet
Wednesday - 17 May 2017	9am to 3.30pm Barnsley Launch - Cheapside	The weather was very bad again this day – Cheapside had very little footfall. Due to the building works on the old market we were unable to use the gazebo as the pitch was small. Staff who work in the city centre were happy to see the event but disappointed they hadn't seen it advertised by BMBC	141	53	Abi (Renewi), Row (Renewi), Russ (BDR Partnership), Dawn (BMBC) arrived at 9am and informed us she was leaving at 11am	The pitch map we had been given didn't match that of the market ambassadors. The staff also said they were unaware that we required electric - but once this has been established it was quickly resolved.	Very, wet, windy and cold
Saturday – 20 May 2017	9:30am to 1pm Eastwood Community Fair	Small community event in Rotherham. Interest came from other stall holders – the public were not receptive at this event	25	NA	Abi (Renewi), Row (Renewi)	Not the correct audience for this campaign – issues with language barriers	Nice day – rained at the end
Sunday – 21 May 2017	9:00am to 4pm Rotherham Food Festival - Town Centre	This event was the first of its kind in Rotherham. The footfall was slow – other stall holder informed us the Saturday was busier. Would attend again on the Saturday	131	34	Abi (Renewi), Row (Renewi)	The pitch kept being moved around prior to the event and on the actual day – five times in total (including three on the day). This made it difficult for getting the van on and off and promotion.	Dry and sunny

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Tuesday – 30 May 2017	10am to 3pm Magna, Rotherham	From previous experience of events there Magna is very hit or miss in terms of footfall. On this day there were some schools in but they had no interest in the campaign.	9	2	Abi (Renewi), Row (Renewi)	On arrival staff were unaware of our attendance. The man who booked it was out the office and had not passed the info on.	Inside event
Wednesday - 31 st May 2017	10am to 3pm Jump, Rotherham	Great venue, busy with children and captive audience of parents, the staff were great and Jump promoted the event online through their social media.	47	9	Abi (Renewi), Row (Renewi)	None – great venue.	Inside event
Friday – 2 June 2017	9:30 am to 3pm Riverside House, Rotherham	Riverside was quiet - next to no public in the building (half-term and a Friday). The majority of interest came from staff.	67	41	Row (Renewi), Russ (BDR Partnership)	The café asked us to move our pitch to a different angle meaning that we didn't face out to the wider space and were hidden from the public	Raining - inside venue
Monday - 5 June 2017	Tenants conference	We arrived ready for the conference and actually declined another engagement event to attend – it turned out RMBC comms had given us the wrong date. When we rang the event organiser Rotherhfd they re-confirmed the wrong date to us the Friday before.	-	-	Abi (Renewi), Row (Renewi)		
Tuesday – 6 June 2017	9:30am to 3pm Tesco Maltby	Tesco Maltby contacted us to come to their store with the campaign. The Community Champions who contacted us were Julie and Denise who were very enthusiastic. The shop has a very good footfall.	73	17	Abi (Renewi), Row (Renewi)	For a small shop a very good footfall was received with people interested in what we were doing.	Dry - inside venue
Wednesday - 7 June 2017	9:30am to 4pm Rotherham College	Staff knew we were coming and had set a table up for us. Younger students had little interest but mature students did and took a real interest. We were asked to attend a satellite site (but we were never contacted)	59	30	Abi (Renewi), Row (Renewi)	The college has another space on campus which they mentioned can be busy	Dry - inside venue
Thursday - 8 June 2017	9:3am to 3pm Clifton Park Museum, Rotherham	Staff on the day advised that the footfall is hard to predict. On this day it was next to a polling station but still very quiet. Limited interest in from the public.	25	5	Abi (Renewi), Row (Renewi)	Staff at CPM requested we send them things to advertise the event. Row created materials but none of it was used.	Rainy and wet – inside event
Monday - 12 June 2017	10am to 16pm Civic One Stop/ Atrium	This event was split into the morning in the Civic One Stop and the other in the council's atrium (for staff). The civic was quiet for a Monday and those who were present were not receptive to the campaign.	57	22	Abi (Renewi), Row (Renewi)	Reception didn't know we were coming. We were unsure where to set up in the Atrium - Abi had to use her previous experience of the site.	Dry – inside event
Monday - 19 June 2017	10am to 3pm Civic One Stop	The event was held all day in the Civic One Stop due to lack of staff interest. Very hot day, the shop was very, very quiet.	28	9	Abi (Renewi), Row (Renewi), Lynn (DMBC)		Heat wave
Tuesday - 20 June 2017	9:30am to 5.30pm Rotherham Riverside House	The staff had put us a table out. The public were not very interested but the staff were very keen on the event.	159	48	Abi (Renewi), Row (Renewi)	Selfie Frame taken by Comms Team. Staff commented that they had seen very little internal of RMBC Comms about the campaign.	Dry and warm – inside event

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Wednesday – 21 June 2017	9:30am to 3pm Better Barnsley Shop	This venue is very poor – even staff mention how quiet it is. We arranged this date to coincide with the Rose Voucher Scheme and we made a connection with them – making arrangements to bring them extra recipe cards and pledges for their nine family centres.	24	6	Abi (Renewi), Row (Renewi)	Not a good venue	Sunny – inside venue
Thursday – 22 June 2017	Worsbrough Mill, Barnsley	Row had arranged the date with staff at BMBC on the day the attraction was closed. The mills caretaker informed us that the mill only opens at weekends and school holidays. This information is not on the website or was passed on by any members of staff during arranging the visit.			Abi (Renewi), Row (Renewi)	We went to the Doncaster food Partnership instead	
Wednesday – 28 June 2017	10am to 3pm Better Barnsley Shop	Even quieter than last time.	8	1	Abi (Renewi), Row (Renewi)	Not a good venue	Raining – inside venue
Monday - 3 July 2017	9:00am to 4pm Rotherham Close Event, Maltby Tesco	The date had been arranged with Julie the community champion (who would not be in attendance and her colleague Denise would be in charge). On the day, Denise had forgotten to put cone out in the car park so we had to take on a spot further from the entrance. This limited the amount of people who could see or were attracted to us. The majority of those who came to see us were parked near us.	88	14	Abi (Renewi), Row (Renewi), Russ (BDR Partnership)	Good venue if we had been given the original pitch. On the day Denise forgot to cordon off any area for us near the shop entrance as Julie (the lead) was on holiday. This limited our footfall.	Dry
Tuesday – 4 July 2017	9:00am to 4pm Doncaster Close Event, Market Corner	On arrival the market staff were ready to turn the electricity on (who then returned to check we were OK). Location was good outside Primark – plenty of footfall. It was the regular market day and also the continental market happening. Food was better received by the public in particular the pancakes. Need to be on the pitch before 8am to access the site as it's a busy junction which has a lot of lorries for the market.	470	78	Abi, (Renewi), Row (Renewi), Lynn (DMBC), Lorraine (DMBC)	Access to the pitch unclear on the map. The exact location of the pitch was undecided until the day before the event due to a last minute change from DMBC.	Sunny and dry
Wednesday – 5 July 2017	9:00am to 4pm Barnsley Close Event, Cheapside	Busy on Cheapside on this market day. People more receptive to the food samples but curry was not a big hit. Steady stream of interest throughout the day. Some public commented that they had seen the event advertised on Facebook (from the campaign Facebook ran by Abi)	425	57	Abi (Renewi), Row (Renewi), Russ (BDR Partnership)	Abi received a call the day before to ask how big the coach was. After a short discussion Abi was told that we were not in the market diary. Abi asked to be called back but no such call was received. We arrived at the pitch we thought we should have. Once there we asked an ambassador to open up the electrics and confirm our pitch. Which they did eventually.	Dry and sunny

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						Market holder unfriendly about us having the pitch.	
	Total		2277 – people spoke too	578 - pledges	Renewi: 22 events BDR Partnership: 7 events BMBC: 1 event DMBC: 3 events		

The events were organised and run by the CELO and the Waste Strategy Assistant with assistance from Council staff. The events were advertised prior to the event on the Facebook page Waste Less South Yorkshire and on the day of the event using Twitter with the Councils often re-tweeting events.

Each of the Councils were given social media posts and tweets to use throughout the duration including tips and tricks (see Tweets and Facebook for Councils document) to raise awareness of the campaign. A review of the social media is shown below:

Twitter @WasteLessYorks:

The campaign run by Renewi on Twitter (1st May to 7th July 2017) summarised:

- Number of Tweets: 128
- Number of followers on Twitter: 586 (507 of which were a result of paid advertising)
- Twitter profile views: 3,488
- Impressions: 240,503
- Total spend on twitter: £1,503.25

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Examples of the Tweets and re-tweets from the campaign



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Below is the number of times each Council re-tweeted the @WasteLessSYorks or used prepared tweets:

	Barnsley			Doncaster		Rotherham	
	Twitter		Twitter		Twitter		
8th - 14th May	Type and date	Number	Type and date	Number	Type and date	Number	
15th - 21st May	RT* - 17th May	4	RT - 15th	3	RT - 14th (1), 15th (1), 16th (6)	8	
22nd - 28th May	Tweet	1		0	RT - 23rd (2), 24th (1)	3	
29th - 4th June	Tweet	1		0	RT - 30th	1	
5th -11th June		0		0	RT - 6th	1	
12th - 18th June	Tweet - 12th	1	Tweet - 12th	1	RT - 11th	1	
19th - 25th June	RT - 21st	1		0	RT - 20th	1	
26th - 2nd July		0		0	RT - 27th	1	
3rd - 9th July	RT - 5th	5	RT - 4th	3	RT - 3rd	3	
Total		13		7		19	

*RT = Re-tweet

Facebook 'Waste Less S Yorks':

The campaign run by Renewi on Facebook (1st May to 7th July 2017) summarised:

Number of Facebook posts: 40

Number of Facebook followers: 2,332

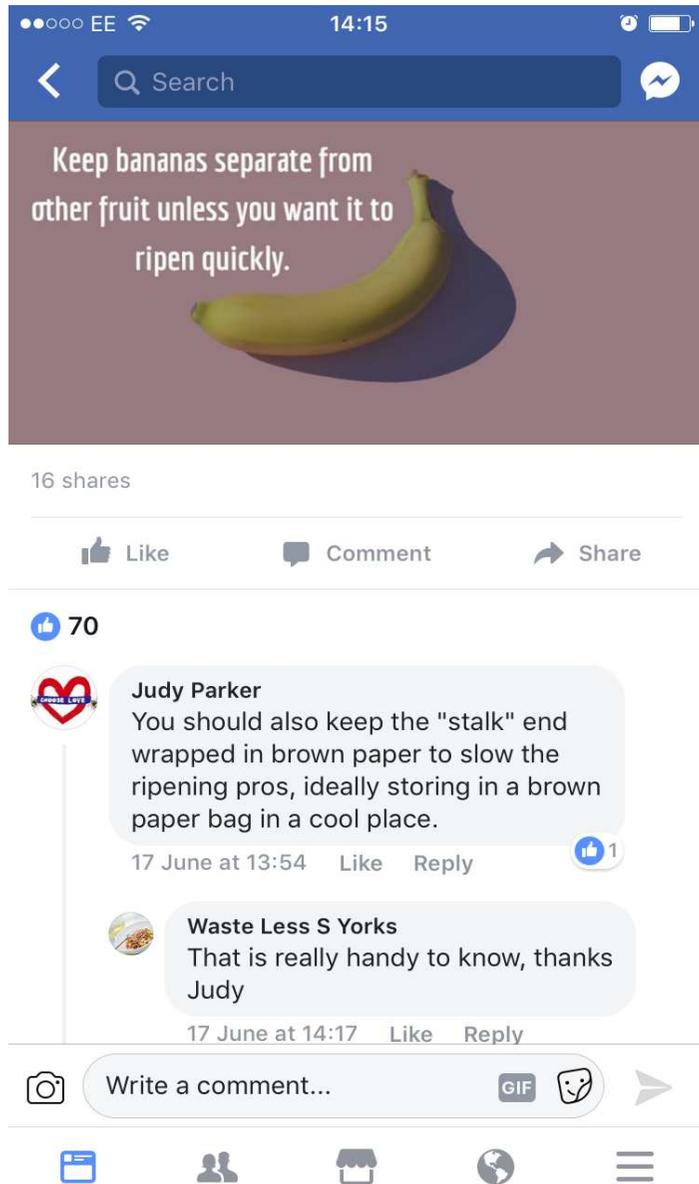
Number of page and post likes: 2,316

Total impressions: 428,380

Total reach: 109,219 of which 14,528 have taken action (e.g. page likes, shares and read)

The Facebook posts were liked by the public and were a good basis for tip exchanging (see below)

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An example of the Facebook posts and public comments.

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At events numerous people informed us that they had seen the Facebook posts and tips which attracted them to see the events and to follow the page.

Below is the number of times each Council shared or posted info on about the Waste Less S Yorks Facebook page or used prepared posts:

	Barnsley		Doncaster		Rotherham	
	Facebook		Facebook		Facebook	
8th - 14th May	Type and date	Number	Type and date	Number	Type and date	Number
15th - 21st May	Post - 17th (2)	2		0		0
22nd - 28th May		0		0		0
29th - 4th June		0		0		0
5th -11th June		0		0		0
12th - 18th June		0		0		0
19th - 25th June		0		0		0
26th - 2nd July		0		0		0
3rd - 9th July	Post - 5th (1), 3rd (1)	2		0		0
Total		4		0		0

The campaign worked with each Councils Communications Teams leading up to the event and as mentioned the councils were supplied with examples of tips and hints which could have been used in posts. As both the tables show, there has been a limited amount of social media coverage on the Councils behalf. The reasons for the lack of coverage is unknown but presumably resources e.g. staff.

Overall the social media was successful as it enabled a greater coverage with little effort and limited expense. In future campaigns the use of social media should be encouraged. Especially with the tools on social media which allow you to schedule pre-set tweets and Facebook posts.

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Connections: An unexpected outcome of the campaign was identifying new connections with other campaigns, schemes and programmes which are also targeting food waste, healthy eating and lifestyle. For example, at Delicious Doncaster our stand was next to Doncaster Public Health who introduced us to the Doncaster Food Partnership. The CELO has since attended the partnerships conference and has joined up to be part of the Doncaster Food Partnership network.

Another connection made was with Barnsley's Rose Voucher Scheme, who are based at the Better Barnsley Shop (BBS) every Wednesday. A member of staff from the BBS recommended we bring the campaign on a Wednesday to get some footfall from the voucher scheme. The staff were impressed by LFHW and so we agreed to supply the voucher staff with a box of recipe and pledge cards so they could distribute them amongst their Family Centres.

In Rotherham, we were approached by Tesco, Maltby who have active Community Champions. Going forward this is a venue which could be used at future events with the potential of more Tesco stores across the region becoming involved.

Conclusion: The campaign was positively received by the public and those who did engage were happy and surprised (the campaign was seen as forward thinking from the waste department) to see the council looking at the food waste issue. The campaigns main conclusions were:

- The public were very receptive and pleased to see the councils working together to deliver such an important and relevant message
- The campaign has established a successful social media presence (wider reaching than the target areas e.g. Manchester)
- The campaign has successfully forged new connections with similar projects such as the Doncaster Food Partnership⁷, Barnsley's Rose Voucher Scheme⁸, Rotherham Tesco and connections with local food banks.
- The CELO has been approached to provide talks related to food waste, recycling and the BDR Partnership – which will raise the awareness of the BDR Partnership and Treatment Facility

Issues from the campaign included:

- **Gaining access to Council sites:** such as local attractions (e.g. Museums) run by the councils were hard to access and requests sent to these sites were often ignored – even though they were sent from a Council email address
- **Gaining access to businesses:** such as local business parks and big retailers in the area – a bigger council presence is required at a higher-level to gain accessibility
- **Lack of communication:** from the councils in terms of promoting the campaign and using their social media presence to raise awareness
- **Transport:** to move the campaign equipment a van was required. This involved hiring a van through RMBCs waste department. Logistically it was demanding having to load, unload and reload the van before and after the events in order to drop the van back off for collection

Monitoring the success:

⁷ A whole system approach to tackling food waste in Doncaster please contact Paul.Stabeler@doncaster.gov.uk

⁸ Barnsley Council's Family Centre service and partners' successful bid to The Alexandra Rose Charity, which developed the Rose Vouchers for Fruit and Veg project in partnership with Food Matters to help young families make and afford healthy choices while supporting local markets.

Love Food Hate Waste Report: Draft

Monitoring success can be done in the following ways:

- Comparison between the waste composition analysis from before and after the campaign
- To continue to record the number of people who engage with the campaign on Facebook and Twitter
- Record how many times the CELO has been contacted for tours and talks of the back of the campaign
- Run a post campaign survey asking those following on Twitter and Facebook what they thought of the campaign

Budget:

Item	Vendor/Company	3SE Recharge			
	Vendor Name	Value Invoiced to Council	Bamsley Share value	Doncaster Share value	Rotherham Share value
LFHW Promotional Items	Response Marketin	£3,322.00	£1,107.33	£1,107.33	£1,107.33
LFHW Cookery demonstrat	Artisan Cooks	£5,000.00	£1,666.67	£1,666.67	£1,666.67
Chalkboards	Chalkboards UK	£146.88	£48.96	£48.96	£48.96
Chalk pens	Amazon	£17.94	£5.98	£5.98	£5.98
Chalk sticks	Amazon	£2.19	£0.73	£0.73	£0.73
Chalkboard holder	Amazon	£7.95	£2.65	£2.65	£2.65
LFHW design	Andrea Nolan Desig	£389.10	£129.70	£129.70	£129.70
LFHW displays	RAL Displays	£613.00	£204.33	£204.33	£204.33
Town Centre Pitch	RMBC	£130.00	£0.00	£0.00	£130.00
Selfie frames	Signs Express	£108.00	£36.00	£36.00	£36.00
A5 clipboards	Amazon	£15.96	£5.32	£5.32	£5.32
Nylon thread	Amazon	£1.99	£0.66	£0.66	£0.66
Pledge baskets	Amazon	£14.73	£4.91	£4.91	£4.91
Recipe cards	Ideas that Work	£1,212.00	£404.00	£404.00	£404.00
Bamsley pitch hire	BMBC	£200.00	£200.00	£0.00	£0.00
Rotherham Food and Drink	Johnstone Press	£150.00	£0.00	£0.00	£150.00
Pledge cards	Ideas that Work	£368.00	£122.67	£122.67	£122.67
Oilcloth table cloths	Economy Fabrics	£26.00	£8.67	£8.67	£8.67
Facebook advertising	Facebook	£20.13	£6.71	£6.71	£6.71
Facebook advertising	Facebook	£40.00	£13.33	£13.33	£13.33
Facebook advertising	Facebook	£200.01	£66.67	£66.67	£66.67
Facebook advertising	Facebook	£10.53	£3.51	£3.51	£3.51
Facebook advertising	Facebook	£400.37	£133.46	£133.46	£133.46
Facebook advertising	Facebook	£297.24	£99.08	£99.08	£99.08
Facebook advertising	Facebook	£600.07	£200.02	£200.02	£200.02
Facebook advertising	Facebook	£447.70	£149.23	£149.23	£149.23
Twitter advertising	Twitter	£25.00	£8.33	£8.33	£8.33
Twitter advertising	Twitter	£50.00	£16.67	£16.67	£16.67
Twitter advertising	Twitter	£50.00	£16.67	£16.67	£16.67
Twitter advertising	Twitter	£50.00	£16.67	£16.67	£16.67
Twitter advertising	Twitter	£50.00	£16.67	£16.67	£16.67
Twitter advertising	Twitter	£141.42	£47.14	£47.14	£47.14
Twitter advertising	Twitter	£185.15	£61.72	£61.72	£61.72
Twitter advertising	Twitter	£258.55	£86.18	£86.18	£86.18
Twitter advertising	Twitter	£292.26	£97.42	£97.42	£97.42
Twitter advertising	Twitter	£346.06	£115.35	£115.35	£115.35
Twitter advertising	Twitter	£54.82	£18.27	£18.27	£18.27
PR and comms guidance	Stratiji	£750.00	£250.00	£250.00	£250.00
Rotherham pitch hire	RMBC	£266.00	£0.00	£0.00	£266.00
Subtotal		£16,261.05	£5,371.68	£5,171.68	£5,717.68