

BARNSELY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD

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

Date: Monday, 16th March, 2020

Time: 9.30 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 2nd December, 2019 (copy attached) (Pages 1 - 4)
6. Matters Arising
To discuss matters arising from the previous minutes, which are not included elsewhere on the agenda.
7. Joint Waste Board
Webcasting of meetings
8. BDR Managers Report November 2019 (Pages 5 - 22)
 - Governance
 - Contract Delivery
 - Legal
 - Financial
 - Communications
 - Resources
 - Other
 - Liaison Committee Minutes
 - Glossary of Terms
9. Current Issues

10. Risk Register (Pages 23 - 31)

11. Date, time and venue for the next meeting
Monday, 29th June, 2020, commencing at 9.30 a.m.

BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD**Monday, 2nd December, 2019**

Present:- Councillor Lamb (Barnsley MBC) (in the Chair), Councillor Hoddinott (Rotherham MBC), Councillor C. McGuinness (Doncaster MBC); together with Mrs. L Baxter, Mr. P. Hutchinson, Mr. T. Smith (Rotherham MBC), Mr. P. Castle (Barnsley MBC), Mr. L. Garratt (Doncaster MBC) and Mr. J. Busby (DEFRA).

Apologies for absence were received from Councillor Sansome (Rotherham MBC), Mr. P. Dale (Doncaster MBC) and Mr. M. Gladstone (Barnsley MBC).

44 DECLARATIONS OF INTEREST

There were no declarations of interest reported at this meeting.

45 MINUTES FROM THE JOINT WASTE BOARD MEMBERS MEETING HELD ON 30TH SEPTEMBER, 2019 AND MATTERS ARISING

Consideration was given to the minutes of the previous meeting of the Barnsley, Doncaster and Rotherham Joint Waste Board held on 30th September, 2019.

With regards to Minute No. 36(3) it was reported that once the report template was received following approval this would be forwarded on.

In terms of Minute No. 36(4) and the potential to webcast the Joint Waste Board, it was noted that this was subject to further discussion regarding potential cost and dates/times of future meetings to fit in with the Council Chamber access.

Reference was also made to Minute No. 38 and the need for clarity on the arrangements for the disposal of clinical waste across South Yorkshire. This would be included as an agenda item for discussion at the next meeting.

Resolved:- That the minutes of the previous meeting be approved as a correct record.

46 JOINT WASTE BOARD - INTER AUTHORITY AGREEMENT DELEGATIONS REPORT

Consideration of this item was deferred pending approval. The document would be circulated to the Joint Waste Board Members as soon as it was received.

47 BDR MANAGER'S REPORT AUGUST TO OCTOBER 2019

Consideration was given to the update report of the BDR Manager covering the period from August to October, 2019.

A number of issues were highlighted including:-

- Governance.
- Contract Delivery.
- Legal.
- Financial.
- Communications.
- Resources.
- Other.
- Liaison Committee Minutes.
- Glossary of Terms.

The Joint Waste Board were advised the BDR CELO secondment to Rotherham had been extended to November but had now ended and she was working on a calendar of events for BDR.

Reference was also made to the Fire Protection Works which were almost complete, but had been delayed slightly due to the recent flooding. It was anticipated the works would be completed by the 16th December, 2019 pending any revision requests.

The discussion referred to fly complaints and the proactive plans being implemented with the contractor and the Environment Agency to mitigate flies that may be associated with the plant. The contractor had since changed the fly management chemical to one that suffocated flies. This reduces the chance of flies developing resistance. It was noted that during the summer months residents should be encouraged to wrap food.

A complaint by a local resident had also been made to all three Leaders of the Council regarding flies and on identification of the species they were found to be corn flies and unrelated to the plant.

In terms of odour emanating from the plant work was ongoing with the Environment Agency on the bio filters following the formation of a crust. that impacted on the performance of the biofilter. Once it was established the mitigation works to bio filter number one were working, action would then be taken replace bio filter number two.

The Environment Agency were communicating with local residents on action being taken by way of a newsletter.

The Joint Waste Board welcomed the action being taken on both fly control and odour in collaboration with the Environment Agency and thought it quite bizarre that odour complaints were more prevalent in the winter months.

It was also noted that a noise complaint from a resident in Swinton was being investigated.

The Joint Waste Board were also advised that during the recent floods one of the access/egress routes into the plant was inaccessible. However, the

contractor was able to continue processing all waste utilising a combination of direct delivery where possible and a combination of waste transfer stations in Barnsley and Doncaster.

Resolved:- That the report be received and the contents noted.

48 CURRENT ISSUES

Consideration was given to the current issue that remained ongoing in terms of insurance and the brokering of a deal, which may have a market difference following fire improvement works.

It was noted that insurance would be obtained this year.

Resolved:- That the update be noted.

49 RISK REGISTER

Consideration was given to the report which set out in detail the risks associated with the delivery of the BDR PFI Waste Facility contractual obligations now the facility was operational. The risks identified in the register were considered by the BDR Steering Committee every eight weeks.

Whilst there were a number of risks on the risk register nothing had changed since the previous meeting.

Discussion ensued on the current score for Risk Number 16 should the contractor exit the UK market due to financial pressures and it was noted that a good relationship currently existed with no indication this was at risk.

However, Councils would be able to identify areas where they could work with the contractor should this be necessary with mitigating measures and negotiations being put in place for the plant to continue to operate. The position would continue to be monitored.

The Joint Waste Board were also mindful of any potential changes in Government Law/Regulations which the Government had pledged to fund

Resolved:- (1) That the updated Risk Register be received and the contents noted.

(2) That any further risks be identified that require deletion or addition to risk register.

50 ANY OTHER BUSINESS

There was no other matters of business to discuss.

51 DATE, TIME AND VENUE FOR THE NEXT MEETING

Resolved:- That the next meeting of the Barnsley, Doncaster and Rotherham Joint Waste Board take place on Monday, 16th March, 2020 at Rotherham Town Hall (time to be confirmed).



**BDR WASTE PFI
BDR MANAGER UPDATE REPORT**

NOVEMBER 2019 – JANUARY 2020

1.0 Governance

1.1 Resources

1.1.1 The BDR Community Education Liaison Officer (CELO) has returned back to her substantive post at Renewi and is now supported by an Assistant CELO.

1.1.2 Steering Committee have agreed the CELO plan and budget for 2020/21 which was developed in consultation with the communications group. The roll out of the new waste minimisation, social media campaigns and targeted campaigns have begun.

2.0 Contract Delivery

2.1 Bolton Road

Table 1 – Year to date tonnes processed from 1 April 2019 to 31 January 2020

Inputs	2018/19	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2019/20
Contract Waste (Limbs)												
Barnsley												
A (Household)	52717.51	4241.24	4844.06	3993.08	4514.38	4514.58	3928.94	4680.52	4413.84	4201.46	5216.26	44548.36
B (Commercial)	5203.84	423.66	466.86	421.60	480.80	393.36	423.80	514.40	457.54	446.12	463.20	4491.34
C (HWRC)	5469.45	499.04	465.62	428.62	438.56	482.94	412.92	428.46	403.20	488.32	504.64	4552.32
D (Public Highways etc)	1091.27	99.98	86.74	94.48	100.08	97.74	96.56	107.96	117.50	98.42	115.56	1015.02
E (Grounds Maintenance)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Doncaster												
A (Household)	69143.14	5600.28	6667.82	5725.36	5940.94	6356.00	5425.70	6219.62	6095.52	5975.58	6487.46	60494.28
B (Commercial)	5360.16	157.54	165.76	158.80	177.56	123.54	231.88	237.62	199.66	219.68	232.40	1904.44
C (HWRC)	7562.06	667.40	644.64	536.46	594.22	638.18	552.66	529.64	530.96	600.82	672.12	5967.10
D (Public Highways etc)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E (Grounds Maintenance)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rotherham												
A (Household)	56246.07	3969.14	4175.74	3678.52	4291.64	4060.06	3850.96	4213.04	3988.78	4011.72	4655.66	40895.26
B (Commercial)	3496.32	273.54	294.24	271.28	322.48	247.48	284.20	308.04	282.78	269.12	293.42	2846.58
C (HWRC)	6393.60	559.04	548.68	478.22	524.82	587.92	493.02	475.52	476.46	523.30	568.88	5235.86
D (Public Highways etc)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E (Grounds Maintenance)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Limbs A&B Sub-Total</i>	192167.04	14665.40	16614.48	14248.64	15727.80	15695.02	14145.48	16173.24	15438.12	15123.68	17348.40	155180.26
BDR												
A (Household)	178106.72	13810.66	15687.62	13396.96	14746.96	14930.64	13205.60	15113.18	14498.14	14188.76	16359.38	145937.90
B (Commercial)	14060.32	854.74	926.86	851.68	980.84	764.38	939.88	1060.06	939.98	934.92	989.02	9242.36
C (HWRC)	19425.11	1725.48	1658.94	1443.30	1557.60	1709.04	1458.60	1433.62	1410.62	1612.44	1745.64	15755.28
D (Public Highways etc)	1091.27	99.98	86.74	94.48	100.08	97.74	96.56	107.96	117.50	98.42	115.56	1015.02
E (Grounds Maintenance)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	212,683.42	16,490.86	18,360.16	15,786.42	17,385.48	17,501.80	15,700.64	17,714.82	16,966.24	16,834.54	19,209.60	171950.56

1.1.1 Table 1 contains the information about the number of tonnes processed from April to January 2020. The overall tonnage forecast in table 1, will be reviewed quarterly to better reflect the anticipated outturn.

Table 2 - Third Party Waste Year to date 1 April 2019 to 31 January 2020

Inputs - 3rd Party	2018/19	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2019/20
Renewi Derby	15407.70	2347.82	2467.00	3239.38	2131.76	3026.16	1428.80	2424.02	2087.14	1633.73	1387.84	22173.65

1.1.2 Table 2 above shows the third-party waste tonnage, this is municipal waste from the sub-contractor's other local authority contract.

Table 3 – Performance Year to Date from 1 April 2019 to 31 January 2020

Performance	2018/19	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2019/20
Recycling (%)	11.41%	12.85%	13.23%	13.59%	10.47%	10.27%	12.04%	10.25%	10.50%	12.32%	11.46%	11.67%
Diversion (%)	97.09%	102.02%	90.26%	91.94%	98.78%	95.85%	107.34%	92.80%	94.04%	91.89%	98.55%	96.30%
Moisture Loss (%)		27.29%	27.50%	27.63%	32.56%	30.77%	28.97%	28.97%	29.09%	26.48%	27.65%	

1.1.3 Contract recycling was 11.46% in January 2020 with the year to date recycling figure running at 11.67%.

Table 4 - Contract Outputs

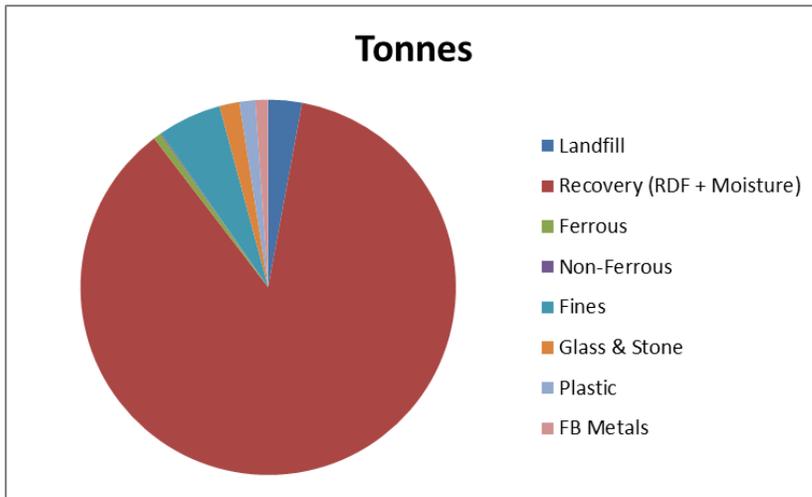
Contract Outputs	2018/19	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2019/20
Landfill	7303.41	526.19	420.07	509.58	399.98	401.50	377.34	464.20	300.53	266.56	1379.93	5045.88
Recovery (RDF + Moisture)	188598.96	15273.84	14711.55	12906.92	15872.46	15468.80	15582.59	15109.86	14644.97	13965.72	17362.23	150898.94
Ferrous	1673.95	123.78	127.95	113.18	87.28	135.35	126.10	109.88	130.92	81.99	106.54	1142.97
Non-Ferrous	309.64	21.42	6.32	14.59	14.53	15.35	18.97	15.74	14.51	25.02	18.97	165.42
Fines	8848.05	728.23	794.75	781.38	810.97	740.82	748.55	746.36	672.01	943.36	1050.57	8017.00
Glass & Stone	2451.67	292.57	489.02	514.05	315.47	149.70	231.57	268.49	201.00	174.04	356.34	2992.25
Plastic	4613.20	384.45	442.41	202.26	77.00	237.80	239.24	188.32	291.18	278.98	35.92	2377.56
Direct Delivered	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recycling Sub-Total	17896.51	1550.46	1860.44	1625.45	1305.24	1279.01	1364.43	1328.79	1309.63	1503.40	1568.35	14695.20
Ferrybridge Metals	2364.62	197.69	188.22	164.58	190.45	191.12	197.81	189.93	185.32	182.96	222.60	1910.68
AWM-Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fines CLO Uplift	1656.85	136.37	148.82	146.32	151.86	138.72	140.17	139.76	125.84	176.65	196.73	1501.24
Recycling Total	21917.98	1884.52	2197.48	1936.35	1647.55	1608.86	1702.41	1658.48	1620.79	1863.01	1987.68	18107.13
Outbound Total	213798.88	17350.49	16992.06	15041.95	17577.68	17149.31	17324.36	16902.85	16255.12	15735.68	20310.51	170640.01

1.1.4 N.B. The above figures are unaudited and subject to change. Landfill diversion is calculated by total waste diverted from landfill divided by the total waste delivered.

1.1.5 It should be noted that the average monthly figure for material to landfill from April 2019 to January 2020 is 3.70% or 96.30% diversion from landfill.

1.1.6

Figure 1 – Contract Outputs



1.2 Complaints

Flies

2.2.1 Table 5 below illustrates the number of fly complaints by month.

Table 5 - Fly complaints by month

	April 2019	May 2019	June 2019	July 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	YTD
No. Fly Complaints	0	0	9	32	8	1	0	0	0	0	50

2.2.2 There have been no fly complaints in January 2020. The fly numbers on site continue to drop and seem to be holding at lower numbers. This is due in part to Renewi continuing to use Assured Environmental their pest controller to carry out fly treatments throughout the month but mainly due to the change in weather conditions.

2.2.3 Renewi’s 20/21 fly management action plan is to be discussed in on the 11 March 2020 with the aim of instigating an earlier and more pro-active approach to fly management and engagement and education within the local area and residents

Odour

2.2.4 Table 6 below illustrates the number of odour complaints by month.

Table 6 - Odour complaints by month

	April 2019	May 2019	June 2019	July 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	YTD
No. Odour Complaints	24	17	6	6	18	19	18	5	12	16	141

2.2.5 Renewi have replaced the media in the bio filter on line 1 following intensive investigations into biofilter performance. Initially a quarter of the bio filter was excavated and refilled with oversize compost material. When it was established that the odour readings in that area of the filter had reduced the remainder of the media was replaced.

2.2.6 The replacement of the bio filter media was completed in February and since then only one odour complaint has been received. Complaints received by the EA while the media was being replaced were logged however as an action plan was being followed the EA did not take further action. A reviewed Odour Management Plan and odour testing results from post media change will be submitted to the EA in March, the EA will also be undertaking further odour monitoring now the work is complete.

2.2.7 The media on biofilter 2 will be replaced once the results of odour monitoring of biofilter 1 are completed.

Noise

2.2.8 Table 7 below illustrates the number of noise complaints by month.

Table 7 – Noise complaints by month

	April 2019	May 2019	June 2019	July 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	YTD
No. Noise Complaints	0	0	0	0	0	0	0	0	1	3	4

2.2.9 No underlying issues have been detected in respect of noise from the site.

2.3 Fire Protection Improvements

2.3.1 The fire improvement work is now complete and Renewi have fully migrated over to the new system during the second week in February 2020. All training of Renewi staff has been completed.

2.4 Grange Lane

2.4.1 Work on the internal floor replacement and laying of a new concrete slab commenced on the 6 January 2020 and was completed ahead of schedule without any issues. Operational activities have recommenced, and waste is being accepted at Barnsley Transfer Station.

2.4.2 Work to rectify the failure of the dilapidation work (undertaken by a contractor appointed by Barnsley asset management) including repainting of the internal structural steel and external concrete apron is under discussion.

2.5 Health and Safety

2.5.1 Renewi's new Assure computerised safety reporting system went live in January 2020 containing additional reporting modules. Renewi encourage their staff to proactively report close calls which are unplanned events that did not result in injury, illness, or damage – but had the potential to do so. These could be as simple as a member of staff or a contractor not using the correct crossing point or failing to wear gloves. Renewi have a target of 2 close calls per employee per month. Reporting these improve safety as action is taken to remind staff to be alert. The average of close calls raised per employee per month is 2.3 the close out rate for the recorded actions was over 96%. The highest number of close calls (157) was raised in January 2020.

Table 9 – Compliance from April 2019 to January 2020

2019/20	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	36	5	0	3	0	0	0	1
May	158	2	0	1	0	0	0	0
June	161	0	0	7	0	0	0	0
July	151	4	0	3	0	0	0	2
Aug	92	1	0	1	0	0	0	0
Sep	88	4	0	2	0	0	0	0
Oct	96	5	0	2	0	0	0	0
Nov	108	3	0	2	0	0	0	1
Dec	82	0	0	1	0	2	0	2
Jan	157	2	0	6	0	0	0	3
YTD Total	1129	26	0	28	0	2	0	9

2.5.2

3.0 Legal

3.1.1 There is additional support as required from a legal locum, and internal and external technical and financial advisors for more complex matters.

4.0 Financial**Table 9 - Operational Management Budget 2019/20**

Contract Manager detail	Data			
	Sum of Spend to date	Sum of Total Forecast 2019/20	Sum of Budget 2019-20	Sum of Variance 2019/20
Administration	33,122	43,849	28,294	15,555
Call off Finance	0	0	1,120	-1,120
Call off Legal	39,469	44,291	58,103	-13,812
Call off Technical	0	0	0	0
External Finance	25,045	27,045	30,000	-2,955
External Legal	632	632	10,000	-9,368
External Technical	7,573	7,573	25,000	-17,427
Management	125,220	136,675	136,150	526
HWRC Project	0	0	0	0
Insurance Advisors	6,900	9,000	10,000	-1,000
Grand Total	237,960	269,065	298,667	-29,601

4.1.4 The budget includes costs for the technical due diligence on the Fire Improvement Works, negotiation of changes, legal and financial support and on-going work on operational savings.

5.0 Communications**5.1 Community Education and Liaison Officer (CELO)**

4.1.1 The minutes from the Community Liaison Group (CLG) Meeting on 9 December 2019, as agreed at the CLG meeting on 3 February 2020 are attached at appendix 1, for information purposes.

4.1.2 The Renewi Corporate Social Responsibility Fund was launched for 2019/20 and the closing date for applications is 28 February 2020.

4.1.3 The community education and liaison plan for 2020/21 has been approved and the first campaign will be a composting campaign. The campaign will run from the 6th of April to 29th of May- overlapping with international compost week (3rd to 9th May).

5.0 Resources

- 5.1.1 The BDR team are fully staffed and have been assisting Barnsley, Doncaster and Rotherham councils with projects as identified in section 8.0. There is additional support as required from a legal locum, internal and external technical and financial advisors for more complex matters.

7.0 Other

- 7.1.1 The Contractor has obtained insurance for 2020 the lead insurer is still Aviva. The insurance market for waste is still difficult and according to Marsh there has been a 10% increase in premiums across the market in general.
- 7.2.1 A failure of a sensor in the AD plant gas analysing system triggered a controlled release of biogas into the atmosphere. This is a pre-determined fail-safe process on the gas system. Biogas released into the atmosphere is immediately diluted and dispersed and does not present a risk to the public.
- 7.2.3 The contractor notified the EA of the release in a Schedule 5 Report. Details of the incident and the remedial action to be taken to rectify the fault with timelines were provided. The sensor was replaced and there was no further action taken by the EA

8.0 Joint working and BDR support

- 8.1 Listed below are the current projects and areas the BDR team are assisting individual councils with or co-ordinating:

BMBC

- Support in investigation of current and potential new DMR / paper and card disposal contracts
- Dilapidation work and new slab at BTS

DMBC

- Support on Waste Data Flow data collation and input

RMBC

- Support on procuring new Garden Waste Disposal contract
- Support on procuring new Clinical Waste Disposal contract

B.D.R

- Solutions and progression of HWRC contract variation requirements
 - Opening hours
 - Residual waste diversion to BTS
 - Commercial waste requirements
 - Contract Extension

Discussions are currently being undertaken with FCC on the above aspects. Initial negotiations being entered into before formal variation can be agreed. There are potential implications to the BDR PFI contract from the introduction of a chargeable service to SMEs at HWRCs

- Tetra Pac and/or P.T.T introduced into kerbside recycling and PFI contract variation requirements
- Waste and Resource strategy
 - Letter to Environment secretary
- South Yorkshire Municipal Waste Strategy
 - Changes required due to Resource and Waste Strategy

8.0 Glossary of Terms

Term	Definition
3SE	The name for the partnership between Shanks Group plc and Scottish & Southern Energy plc.
A2A (formerly Ecodeco)	Italian company who research, design, construct, and manage plant and equipment for the disposal of waste.
Anaerobic Digestion (AD)	A series of biological processes in which micro-organisms break down biodegradable material in the absence of oxygen. One of the end products is biogas, which is combusted to generate electricity and heat.
Compliance Assessment Report (CAR) form	A CAR form is used by Environment Agency officers when assessing compliance with Environmental Permits.
Compliance Classification Scheme (CCS)	Compliance Classification Scheme (CCS) score and what action EA are considering. A CCS score is recorded where non-compliance with a permit condition(s) has been identified
Compositional Analysis	Waste Composition Analysis is a study that provides essential information about the weight and type of each component waste material that is in any given waste stream. It firstly involves obtaining representative samples of these waste streams, then manually hand sorting into various pre-defined sort categories using the correct methodology, which are then weighed in each individual fractions in align with Waste Data Flow (WDF) municipal reporting each waste stream has its own European Waste Code (EWC).
Department for Environment, Food and Rural Affairs (DEFRA)	The UK government department responsible for policy and regulations on environmental, food and rural

	issues.
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.
FCC Environment	One of the UK's leading waste and resource management companies.
Facebook	Facebook, Inc. is an American online social media and social networking service company.
Ferrybridge Multifuel 1/Multifuel 2 (FM1/FM2)	Multifuel Energy Ltd. (MEL) operates a new £300 million multifuel plant on land owned by SSE at Ferrybridge 'C' Power Station near Knottingley in West Yorkshire. This project is called Ferrybridge Multifuel 1/2 (FM1/FM2)
Household Waste Recycling Centre (HWRC)	A civic amenity site (CA site) or household waste recycling centre (HWRC) is a facility where the public can dispose of household waste and also often containing recycling points.
Joint Waste Board (JWB)	The Statutory Committee comprising Portfolio Holders and Senior Officers with responsibility for waste.
Key Stage 1 (KS1) & Key Stage 2 (KS2)	Is a part of the National Curriculum and tells schools what subjects to teach and it tells teachers which topics to cover and at what level.
Liaison Committee	Review the Waste Management contract in operation, seek out future development opportunities and to review the operational year identifying any learning points and advise the Joint Waste Board of any corrective action requirements
Mechanical Biological Treatment	A type of waste processing facility that

(MBT)	combines a sorting facility with a form of biological treatment such as composting or anaerobic digestion. MBT plants are designed to process mixed household waste as well as commercial and industrial wastes.
Private Finance Initiative (PFI)	Mechanism for creating "public-private partnerships" (PPPs) by funding public infrastructure projects with private capital.
Provecta	Is a unique product that has a physical mode of action. This means it is equally effective against resistant and non-resistant insect populations and also that insects will never be able to develop resistance to it.
Recycle Week	Recycle Week is a celebration of recycling, organised by WRAP under the Recycle Now brand. The aim of the week is to encourage the public to recycle more, by demonstrating the benefits of recycling items from all around the home
Refuse Collection Vehicle (RCV)	The collection of rubbish and waste, usually in a rubbish or refuse truck, before final disposal.
Renewi UK Services	The new trading name for Shanks Waste Management.
SME's	An SME is a small or medium-sized enterprise.
Solid Recovered Fuel (SRF)	A fuel produced by shredding and dehydrating solid waste (MSW) with a waste converter technology.
SSE plc (formerly Scottish and Southern Energy plc)	A British energy company headquartered in Perth, Scotland.
Tetrapak	A food carton, originally in the form of a tetrahedron but now primarily in the form of a rectangular cuboid
Veolia	Veolia Environment S.A., branded as Veolia, is a French transnational company with activities in three main service and utility areas traditionally managed by public authorities – water management, waste management and

	energy services
Waste Data Flow	WasteDataFlow is the web-based system for municipal waste data reporting by UK local authorities to government.
Waste Infrastructure Credits	Awarded by DEFRA to incentivise local authorities to develop infrastructure to treat waste as an alternate to landfill.
Waste Transfer Station (BTS)	Facilities where municipal solid waste is unloaded from collection vehicles and briefly held while it is reloaded onto larger long-distance transport vehicles for shipment to landfills or other treatment or disposal facilities.

Contact Name: - Lisbeth Baxter, BDR Manager, Tel. Ext 55989
email: Lisbeth.Baxter@rotherham.gov.uk

BDR PFI Waste Treatment Facility – Community Liaison Group Meeting on Monday, 2nd September.

Attendance:

Non members:

1. Welcome. The chair welcomed everyone to the meeting.

2. Apologies.

3. Minutes of last meeting on 10th June were approved as a true record.

4. Issues arising. The BDR Manager confirmed she had raised the issue of non-attendance by elected members with steering committee and portfolio holders and the presence of two elected members was welcomed by the chair.

5. Chairmanship of CLG. Following a bereavement, the current chair has indicated he did not feel able to continue as chair of the CLG. It was agreed that the group would continue without a permanent chair until the end of the year, when a new chair for 2020 would be elected in the usual way. The acting chair asked that the thanks of the CLG for all the work put in and major contribution by the current chair be conveyed to him. The chair felt this would also be a good time to refresh the CLG membership.

Action: Stratiji to organise election of new chair after next meeting.

Action: Stratiji to write a letter of thanks and appreciation to the current chair on behalf of the CLG.

6. New CLG membership request. A resident of Bolton on Dearne had asked to join the CLG and this was agreed. The chair felt more members were needed to offer as wide a range of opinions as possible.

Action: The CELO to contact him and issue an invitation to the next meeting.

7. Complaints. The Renewi Contract Director said that the facility had no history of odour complaints until the end of last year when new virgin woodchip was installed in the Line 1 biofilter. This resulted in a change in odour, which generated an increase in complaints. A total of 39 complaints were received in February, but as the new material bedded in, these reduced to 15 in March/April, and 7 in May. There were 7 complaints in June, five in July and 18 in August. A change in personnel at the Environment Agency had resulted in an increase in regulatory site inspections, The EA had issued odour diaries to local residents who have complained previously, and conducted 131 surveys in various locations. Five of the surveys identified odours from 10th June to 16th July. The EA also collates complaints received by them from May until July. Of the 29 received, 3 complaints noted a musky or damp smell, the rest described a 'bin waste' smell. BDR have also been carrying out odour surveys in the area, and odour monitoring consultants have been commissioned to gather data on the biofilter emissions. This work is scheduled to start in early September. A

CLG member noted that in the first couple of years of operation there had been no odour problem, but this had changed over the last six months which was disappointing.

Complaints about flies continued but were reducing. By this time last year there were 72 complaints, compared to 50 in the same period this year. However, 14 of these had been discounted by the EA as they were regarded as spurious and generic in nature. An analysis of flies from one household had shown that the majority were crop flies from local fields and not house flies. There were several other sources of flies in the Dearne Valley. Fly boards had been issued to residents who had complained several times, and more analysis will be done when these are collected. There had been some complaints from businesses immediately adjacent to the facility and discussions were taking place with them. As an extra cleaning measure, the pits had been cleaned right down to the concrete bottom to remove any residue.

8. 3SE update. The Contract Director reported that the acid scrubber installation was now 90% complete with further mechanical and electrical work to finish before commissioning starts. Work on the new fire system installation began in August, with completion and commissioning scheduled for early December. Two further projects were due to start shortly. The apron feeder refurbishment will be carried out in the last week of September and last approximately six days, and the replacement of the shredder table would start in early November, again lasting six days. There would be no interruption to the working of the facility. Construction of Ferrybridge FM2 is now complete and the first waste is expected to be delivered on 10th September. Commissioning and handover are expected in late November, early December. A major landmark had been reached at Manvers in July when the facility received its 1 millionth tonne of waste since it opened in 2015.

9.BDR update. The BDR Manager reported that the team had been working closely with Renewi on addressing the fly issue, including identifying other possible sources in the area. BDR had taken part in the consultation on the Government's Resources and Waste Strategy for England. The results had now been analysed by Defra and a further consultation was taking place. There were personnel changes on the Joint Waste Board, with new portfolio holders for Sheffield and Barnsley who were being briefed about the South Yorkshire Waste Strategy. A CLG member asked if there was any progress on more joint working. The BDR Manager reported this was something they were working towards, although there would always be local preferences. Waste streams were constantly changing, and there was always a need for more markets for re-processing. There was a discussion about whether recyclable materials like yoghurt pots and pet food tins needed washing before being put out for recycling (the advice was to rinse but no need to wash thoroughly), and another discussion about the need for more environmentally friendly packaging.

10.CELO update. A composting campaign for junior schools produced two winning schools in each local authority area who all received a composter and garden equipment. Free compost bins had been won by three entries in the social media competition for adults. A successful project undertaken last year in partnership with Ferrybridge with secondary school children would continue this year. Interest in

waste and recycling was increasing and although this was the first week of the new school year, already three requests for school workshops had been received. Events coming up include Rotherham Show and Recycle week, a national campaign to encourage more recycling, beginning on September 23rd. Local publicity for this would include press releases and social media posts. In October there would be the first of three food waste campaigns, this one on correct food storage. Demand for site tours from members of the public was decreasing, and dates were available up to February 2020. Work was on-going on a new Waste Less South Yorkshire website which would generate social media posts about encouraging waste reduction and more recycling.

11. Communications update. Stratiji reported that separate press releases on the successful composting competition winners had been issued for Barnsley, Doncaster and Rotherham, naming the successful schools in those areas. A press release had also been drafted ready for the future launch of the new Waste Less South Yorkshire website. Responses had been drafted to fly complaints. A plain guide to what happens to waste at Manvers for local authority comms teams to give to interviewees who may get asked about the facility during media interviews on waste. CLG members thought this would be useful for them to have. The next press release will be to promote Recycle Week from 23rd September, an example of how the four South Yorkshire local authorities were working more closely together on waste and recycling communication issues.

Action: Stratiji to forward the plain guide to Manvers to CLG members.

12. Any other business. There was none.

13. Date, time and venue for the next meeting. This will be on Monday, 4th November, 7pm at the Visitor Centre.

BDR PFI Waste Treatment Facility – Community Liaison Group Meeting on Monday, 9th December 2020

Attendance:

Non members:

1. Welcome. The chair welcomed members to the meeting, including a new member from Bolton on Dearne, and reported on the resignation of another CLG member for personal reasons.

2. Apologies.

3. Minutes of last meeting on 2nd September were approved as a true record.

4. Issues arising. There were no issues arising.

5. Chairmanship of CLG. Stratiji thanked the acting chair for stepping in at short notice at the end of 2019. A new chair for 2020 now needed to be elected, and the acting chair had indicated he would be prepared to continue if he had the support of the CLG membership. CLG members are to be asked for their views via email, and could nominate others or themselves. The acting chair also suggested that for the first time the CLG also elect a vice chair. This was agreed.

Action: Stratiji to contact CLG members to canvass their views on the chairmanship by a given deadline, then proceed with the election of a vice chair.

6. Complaints update. The Renewi Contract Director reported on complaints received during September, October and November. In September there were 19 complaints about odour and 1 about flies; October 18 about odours; November 6 about odours (only two of which were substantiated by the Environment Agency). A lot of testing and analysis had been carried out and changing 25% of the media in the line 1 biofilter had made odour removal more efficient. The remaining 75% would be changed in the next few weeks and further tests carried out. This had been agreed with the Environment Agency, and it was hoped to complete the work by the end of February. In response to a question from the chair, he reported that the complaints were spread over a radius of about a mile, with the furthest complaints from Mexborough. A CLG member felt the restricted location and the nature of the odours suggested they could be coming from a smallholding adjacent to the facility. The BDR Manager stressed that complaints were not being ignored and the Environment Agency had issued newsletters to keep complainants informed.

7. 3SE update. The Renewi Contract Director reported that new fire improvement measures installed had been successfully tested and everything was ready for a switch-over to the new system on 14/15 December. However, the final switch-over would take place at the end of January after all staff had undergone training. A shredder cutting table had been replaced, resulting in a six day outage, and a second shredder table was scheduled for replacement in March. FM2 had begun taking waste in early November and would take RDF from 16th December. The

Manvers facility would be supplying to both FM1 and FM2. In response to a question from the chairman, there was a long discussion about the impact of the recent heavy rain and flooding which resulted in potential funding and difficulties in accessing the facility via the only entrance on Bolton Road. In the event, access was maintained but lessons had been learned and a number of measures implemented to ensure fewer problems in the event of more extreme weather in the future.

8. BDR update. The BDR Senior Contracts Manager praised the efforts of the Renewi team in response to problems caused by the bad weather and said their prompt actions had been appreciated by the three councils. He reported that the Government's Environment Bill was currently on hold due to the forthcoming General Election. Discussions were taking place about how the contents of the Bill would impact on joint working by the three BDR authorities and Sheffield. The BDR Manager felt that climate change would be high on the agenda for future working and would be at the forefront of policies. In response to a query from a CLG member about where recycling material goes to and how it gets there, there was an assurance that strict checks were made on re-processors. These checks were not just on licences and permits, but on environmental practice and ethical responsibility. There was a discussion about plastics and although it was acknowledged they were a major environmental problem, it was pointed out that a totally plastic free environment was not practical and some plastic alternatives have not yet been fully tested and could have worse environmental consequences.

9. CELO update. The Assistant CELO reported that 35 It's a Rubbish Adventure and education sessions had been held, reaching 1,420 young people across BDR, with three more sessions planned for this week. Feedback was 92% positive, and more sessions were scheduled for January and February. Another site tour for members of the public would be held on 13th February, with three time slots available. In November, a successful social media campaign on Love Food Hate Waste had been combined with events in Doncaster attended by more than 150 people. More social media and traditional print and broadcast media publicity was planned to promote less waste and more recycling over the Christmas period. Renewi's new Waste Less South Yorkshire website (www.WasteLess-SY.co.uk) had been launched on 1st November with the aim of educating about waste and recycling. The website was accompanied by regular social media posts which were attracting a good following. Feedback from this year's Renewi Corporate Social Responsibility Fund had been very positive and this would be used to launch next year's Fund. The CELO outlined the criteria for applications for the £6,000 Fund. A workplan for the following year was being drawn up and it was hoped to undertake a number of projects including home composting, textiles, food waste and re-use. In January the CELO and Assistant CELO would be competing against each other to have a plastics free week.

10. Communications update. Stratiji reported on an article in the Dearne Valley Weekender at the beginning of October about fly complaints. Figures had been taken from the BDR Manager's regular report which is a public document and the article did question whether all the flies were from the facility, and outlined measures being taken to address the issue. Press releases and social media were issued on

Recycle Week and the launch of the new Waste Less South Yorkshire website. In November there was some positive publicity in the Barnsley Chronicle after the Body Shop issued a press release naming Barnsley as one of the top ten towns and cities in the North of England for the amount of plastic recycled this year. In December, Rotherham Advertiser carried an article praising Rotherham Council for carrying out what is believed to be the largest seizure of vehicles associated with flytipping in the UK. A total of 15 vehicles were confiscated from a Sheffield man and his son for a flytipping spree across Rotherham and North East Derbyshire. The father was jailed for two years at Sheffield Crown Court. The tough action and sentence were welcomed by CLG members who hoped they would deter other flytippers.

11. Any other business. A CLG member placed on record their appreciation of Stratiji's work with the group over the year.

12. Date, time and venue for the next meeting. This will be on Monday 3rd February, 7pm at the Visitor Centre.



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 eight 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 2 December 2019.
- 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 5
	IMPACT (B)					

3. Key Issues and Risks

- 3.1 There is 1 new risk proposed for inclusion on the register risk -18 pandemic (Coronavirus). There are seventeen 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	01/10/18	22/11/2018	3/12/2018	1/3/2019	30/9/2019	21/11/2019	5/3/2020
Red	2	2	2	3	3	3	3
Amber	9	5	5	5	4	4	4
Green	4	8	8	8	9	9	10
Total	15	15	15	16	16	16	17

Target RAG Rating	1/10/18	22/11/2018	3/12/2018	1/3/2019	30/9/2019	21/11/2019	5/3/2020
Red	0	0	0	0	0	0	0
Amber	7	5	4	5	5	5	4
Green	8	10	11	11	11	11	13
Total	15	15	15	16	16	16	17

- 3.6 Risk 7 Insurance has gone down as insurance has been obtained for 2019/20 and the requirement by the 3SE insurers for more fire mitigation equipment have now been installed.

Monitoring

3.7 The BDR Risk Register is reviewed eight 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 Steering Committee has reviewed and agreed the attached 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

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services: Not applicable

Director of Legal Services: Not applicable

Head of Procurement (if appropriate): Not Applicable

This report is published on the Council's website or can be found at:

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		Target Score	Risk Owner (Officer responsible for managing risk and controls)	Risk Review Date	Movement
				I	L			I	L				
16 (CSS 14)	Contractor exits UK Municipal market due to financial pressures	Service disruption	The PFI model anticipates several stages where the private sector progressively take risk before the Councils bear additional cost risk. The PFI Contract has several layers of protection including Lenders stepping in.	5	3	15	The Councils will identify areas where they could work with the Contractor to help reduce the losses they are currently facing whilst maintaining the intended risk transfer and achieving the required service	5	2	10	Chair of Steering Committee	05/05/2020	↔
9 (CSS13)	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	5	15	Consider the need for the Change in Law retention fund.	3	4	12	BDR MANAGER	05/05/2020	↔
17 (CSS13)	Contractor breached financial requirement	Funders step in to find suitable alternative Contractor	Contractor to limit exposure to unnecessary costs and protect income during any negotiations of change	3	5	15	Ensure any negotiations recognise the need for the Contractor to be in a no better no worse position within the agreed risk matrix	3	3	9	BDR MANAGER	05/05/2020	↔
10 (CSS13)	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-active engagement with the local community. Sharing data Regular monitoring outside the perimeter of the plant	3	4	12	Increased fly spraying during the fly season. Communicate to householders to wrap waste. Ensure biofilters are adequately maintained	3	3	9	BDR MANAGER	05/05/2020	↔
7 (CSS13)	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. Implementation of fire improvement works.	2	5	10	Consider reviewing the insurance requirements. Enforcement of Contractual positions	2	4	8	BDR MANAGER	05/05/2020	↔
15 (CSS 14)	Recycling Markets	Lack of recycling markets impacts on Contractors ability to achieve recycling rate	Reviewing disposal points, ensuring Contractor has contingency in place	2	5	10	Councils may consider taking on more risk (as long as this is properly assessed) to deliver savings. Currently being investigated as part of the Councils' operational savings review.	2	4	8	BDR MANAGER	05/05/2020	↔
18	Pandemic (Coronavirus)	Staff shortages, potential service disruption	Provision of information to staff on preventative measures e.g. hygiene measures. Minimising the amount of person to person contact. Minimising sharing of handheld equipment. Use of PPE e.g. gloves. closely monitoring all developments internationally as well as advice from governments and local health experts.	3	3	9	Work closely with partners to monitor situation and communicate if any cases occur locally. Escalate risk as appropriate. BDR team work from home where necessary also have meetings by SKYPE if situation escalates to minimise chance of cross infection.	3	3	9	BDR MANAGER	05/05/2020	NEW RISK
14 (CSS13)	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 implementing upgrade of the Fire Protection systems, this is now reducing risk. Insurance broker is working with Insurance market to build confidence	4	2	8	Robust case against Uninsurable argument. Ensure Contractor completes the fire improvement works.	4	2	8	BDR MANAGER	05/05/2020	↓
6 (CSS13)	Serious injury/death of a member of staff or public through service operation (MAJOR INCIDENT AT ITS/AD)	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	4	2	8	Regular visits by health and safety officers. Quarterly health and safety meetings.	3	2	6	BDR MANAGER	05/05/2020	↔
8 (CSS13)	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 Promissory letter and the Final Business Case.	2	4	8	Dialogue with WIDP/DEFRA and between BDR Councils. Test potential impacts to the contract/Councils against the IAA2. Lobby Government on recycling definitions.	2	3	6	BDR MANAGER	05/05/2020	↔
2 (CSS13)	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 Guarantees exist to provide and/or pay for inter/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	05/05/2020	↔
11 (CSS13)	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 re-tendered	3	2	6	Ensure monitoring staff are sufficiently skilled to manage this situation. Liaison with other PFI Contract Managers, knowledge transfer close liaison with DEFRA. Contractor has improved the refinement and is introducing further measures to ensure plant performance continues to improve	3	1	3	BDR MANAGER	05/05/2020	↔
12 (CSS13)	Lack of resources due to restructures, and staff resignations failure to have a knowledge management plan (Business Continuity - BDR)	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	2	6	Staff retention could be improved if a clear career path existed. CIPFA Asset Management system to hold all relevant documentation.	2	2	4	BDR MANAGER	05/05/2020	↔
5 (CSS13)	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	05/05/2020	↔

4 (CSS13)	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. Guaranteed 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	05/05/2020	
13 (CSS13)	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 and other controls within the contract to divert waste to other waste facilities. No current short to medium threat.	3	2	6	Undertake a communications campaign. Use contingency sites and/or other contracts where possible e.g. Veolia landfill contract. Use emergency procurement if absolutely necessary.	3	2	6	BDR MANAGER	05/05/2020	
1 (CSS13)	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 to appoint another Contractor if performance is poor. Alternately the Councils could step in until the Contract could be retendered	2	2	4	Ensure succession planning is adequate. Invest in training for the current team Project Management and COTC.	2	1	2	BDR MANAGER	05/05/2020	

Consequence /effect: - <i>What would actually happen as a result?</i> <i>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				