

BARNSLEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD

Venue: Microsoft Teams

Date: Monday 14 December 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 28 September 2020 (copy attached) (Pages 3 - 5)
6. Matters Arising
To discuss matters arising from the previous minutes, which are not included elsewhere on the agenda.
7. BDR Manager's Report (Pages 6 - 24)
 - Governance
 - Contract Delivery
 - Legal
 - Financial
 - Communications
 - Resources
 - Glossary of Terms
8. Current Issues
9. Risk Register (Pages 25 - 30)
10. Exclusion of the Press and Public

The report for Agenda Item No. 11 is exempt. Therefore, if necessary when considering that item, the Chair will move the following resolution:-

That under Section 100(A) 4 of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006.

11. Any Other Business (Pages 31 - 46)

12. Date, time and venue for the next meeting
Monday 15 March, 2021, commencing at 9.30 am.

BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD
Monday, 28th September, 2020

Present:- Councillor (in the Chair); Councillors Hoddinott and Sansome.

Apologies for absence were received from Councillors .

63 DECLARATIONS OF INTEREST

There were no Declarations of Interest made at the meeting.

64 EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the Agenda Item 9 on the grounds that an appendix of the report involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006.

65 MINUTES OF THE PREVIOUS MEETING HELD ON 29TH JUNE, 2020

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

66 BDR MANAGER'S REPORT

The Barnsley, Doncaster and Rotherham Waste Partnership Senior Contract Manager presented a report which highlighted and updated the following issues relating to the Joint Waste Private Finance Initiative (PFI) for the period April to August 2020:-

- Resources
- Contract Delivery
- Community Liaison Group
- Bolton Road
- Complaints
- Grange Lane
- Health and Safety
- Financial
- Communications
- Resources
- Joint Working and BDR Support

Resolved:- That the report be noted

67 CURRENT ISSUES - FLIES

A verbal update was provided on the following issue:-

Flies

- A local Facebook campaign in June had specifically named the BDR treatment facility at Bolton Road as the cause of increased levels of flies and encouraged residents to report the site to the Environment Agency
- The Environment Agency (EA) had submitted a Compliance Assessment Report (CAR) in June 2020 indicating 38 complaints received from localities within a 1.5 km radius of the site
- Renewi had provided information that 10 of the complaints were from one area. As the EA was unable to visit the properties associated with the 38 complaints due to Covid restrictions, zero score on the CAR report was issued for the month
- There had been a significant reduction in complaints received – 8 in July, 4 in August and one so far in September
- The EA and their consultant entomologist had visited the MBT facility on 20th July. Waste streams were inspected at several locations with evidence of fly activity in the raw waste delivered by the councils but no evidence found in bio-dried waste. Renewi have been instructed to carry out further extensive investigations within the bio-hall
- Following concerns raised by the consultant, the EA and BDR contract monitoring team had met to discuss the issues. EA felt that Renewi site was breaching its permit in relation to flies and a CAR report and required actions submitted. However, there were some areas in the locality where the residents' bin hygiene was lacking and the Renewi CELO was to provide information to EA on hints and tips to keep flies out of household bins to be included in communication to local residents
- Upon receipt of the consultant's report, Renewi had instigated some remedial actions including additional BAYT boards, increased fly monitoring sites in the AD plant, turning off of spray misters and investigation alternative methods of surface application of larvicide prior to receipt of the CAR. However, on the whole the report had stated that Renewi's fly management programme included most of the expected elements
- Further improvements were being considered
- There were no concerns from DEFRA at the present time

Resolved:- That the update be noted.

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 8 weeks.

The current Risk Register contained 17 risks with the Coronavirus risk having reduced slightly from the start of the pandemic as all the controls and measures were working currently. The plant had been working throughout the period.

Paul Castle wished to place his thanks on record to BDR and Simon Lund and his team for the help provided at the time of the recent fire at the transfer station.

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.

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DATE, TIME AND VENUE OF FUTURE MEETINGS

Resolved:- That meetings be held during the 2020/21 Municipal Year as follows:-

Monday, 14th December, 2020

15th March, 2021

All commencing at 9.30 a.m.

BDR WASTE PFI
BDR MANAGER UPDATE REPORT

APRIL 2020 – OCTOBER 2020

1.0 Governance

1.1 Resources

- 1.1.1 The BDR Team have been working from home since Covid-19 lockdown was introduced it is likely that they will continue to do so until March 2021 due to the instruction to work from home where possible to do so. The team's work has been managed and completed through conference calls and meetings held via Microsoft Teams. As well as our own workload we are supporting and helping to co-ordinate the three councils' response to the Covid-19 crisis. This includes ensuring the Bolton Road waste treatment facility continues to accept waste, supporting a joint BDR response to managing HWRCs and supplying the latest guidance, information and legislation consultations and any amendments to Waste Managers.

2.0 Contract Delivery

2.1 Bolton Road

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

Inputs	FY19/20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	FY20/21
Contract Waste (Limbs)									
A (Household)	53,046.88	5,348.90	5,120.42	5,022.82	5,476.78	4,339.90	4,815.06	4,874.28	34,998.16
B (Commercial)	5,304.32	253.28	294.10	382.74	476.48	400.08	467.26	454.92	2,728.86
Barnsley C (HWRC)	5,402.57	-	183.64	331.30	397.94	350.26	381.76	399.28	2,044.18
D (Public Highways etc)	1,227.36	66.96	69.52	98.74	103.65	94.64	104.86	101.98	640.35
E (Grounds Maintenance)	-	-	-	-	-	-	-	-	-
A (Household)	72,043.24	6,971.18	6,680.32	6,367.16	7,369.98	5,972.52	6,483.28	6,680.96	46,525.40
B (Commercial)	2,264.16	144.56	234.96	425.88	366.16	222.84	105.18	105.40	1,604.98
Doncaster C (HWRC)	7,057.99	-	246.84	463.52	582.06	526.34	559.42	531.90	2,912.88
D (Public Highways etc)	-	-	-	-	-	-	-	-	-
E (Grounds Maintenance)	-	-	-	-	-	-	-	-	-
A (Household)	48,909.02	4,854.40	4,686.70	4,847.86	4,950.82	4,367.10	4,518.50	4,391.68	32,617.06
B (Commercial)	3,379.36	178.72	190.16	251.52	275.12	230.96	282.24	270.06	1,678.78
Rotherham C (HWRC)	6,207.54	-	225.98	336.74	376.58	344.88	349.04	354.94	1,985.36
D (Public Highways etc)	-	-	-	-	-	-	-	-	-
E (Grounds Maintenance)	-	-	-	-	-	-	-	-	-
Limbs A&B Sub-Total	184,946.98	17,751.04	17,206.66	17,297.98	18,915.34	15,533.40	16,671.52	16,777.30	120,153.24
Limbs C,D,E Sub-Total	19,895.46	66.96	725.98	1,230.30	1,460.73	1,316.12	1,395.08	1,388.10	7,582.77
Direct Delivered									
Landfill	-	-	-	-	-	158.60	-	-	158.60
Recovery	-	-	-	-	-	-	-	-	-
Recycling	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	158.60	-	-	158.60
Total Contract	204,842.44	17,818.00	17,932.64	18,528.28	20,375.57	17,008.12	18,066.60	18,165.40	127,894.61
Non-Contract									
Barnsley	17,640.75	234.47	381.16	4,099.90	2,918.28	1,451.92	2,307.28	1,438.56	12,831.57
Doncaster	-	-	-	-	-	-	-	-	-
Rotherham	-	-	-	-	-	-	-	-	-
Sub-Total	17,640.75	234.47	381.16	4,099.90	2,918.28	1,451.92	2,307.28	1,438.56	12,831.57
3rd Party									
Renew Derby	26,673.85	688.32	580.78	811.10	1,559.86	2,585.24	1,094.94	3,408.10	10,728.34
Outputs									
Council Outputs									
Landfill	6,094.91	29.08	407.69	379.18	266.82	338.18	1,158.35	551.91	3,131.20
Recovery (RDF + Moisture)	180,524.55	15,805.69	13,684.08	16,720.73	17,346.89	14,702.52	14,924.91	15,461.98	108,646.81
Ferrous	1,384.81	121.49	112.62	175.70	129.93	121.85	127.04	-	788.63
Non-Ferrous	200.67	14.96	28.72	23.70	24.80	24.32	43.01	21.99	181.50
Fines	10,051.19	1,327.10	1,250.10	1,298.44	1,075.80	986.22	1,127.80	1,072.43	8,137.88
Glass & Stone	3,721.37	452.35	445.15	529.41	502.40	359.37	574.95	471.96	3,335.58
Plastic	2,789.54	398.08	203.76	273.16	262.13	415.21	380.64	308.52	2,241.49
Direct Delivered	-	-	-	-	-	-	-	-	-
Recycling Sub-Total	18,147.58	2,313.97	2,040.35	2,300.41	1,995.07	1,906.96	2,253.43	1,874.89	14,685.09
Ferrybridge Metals	2,307.82	193.52	162.02	206.07	213.45	172.71	170.20	187.85	1,305.82
AWM-Recycling	-	-	-	-	-	-	-	-	-
Fines CLO Uplift	1,882.14	248.51	234.09	243.14	201.45	184.67	211.19	200.82	1,523.86
Recycling Total	22,337.54	2,756.00	2,436.46	2,749.61	2,409.97	2,264.35	2,634.81	2,263.56	17,514.77
Outbound Total	204,767.04	18,148.74	16,132.13	19,400.32	19,608.79	16,947.66	18,336.69	17,888.79	126,463.10
Performance									
Recycling (%)	12.08%	15.53%	14.16%	15.90%	12.74%	14.43%	15.80%	13.49%	14.56%
Diversion (%)	96.99%	101.69%	87.69%	102.66%	94.93%	97.66%	95.08%	95.44%	96.43%
Moisture Loss (%)	-	29.60%	31.53%	29.56%	30.17%	32.52%	31.81%	30.20%	30.74%

- 2.1.1 Table 1 contains information on tonnes of waste processed from April to October 2020. The overall tonnage received is reviewed quarterly to re-calculate the anticipated full year outturn to ensure accurate forecasting, invoicing, and budgeting.

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

Inputs - 3rd Party	2019/20	April	May	June	July	Aug	Sep	Oct	YTD 2020/21
Renewi Derby	26673.85	688.32	580.78	811.10	1559.86	2585.24	1094.94	3408.10	10728.34

- 2.1.2 Third-party waste is municipal waste from other Renewi local authority contracts. The amount being accepted has been reduced to ensure enough capacity to process BDR waste under Covid working restrictions and to allow for improved reception pit cleaning as part of Renewi's fly management measures.

Figure 1 – Contract Outputs

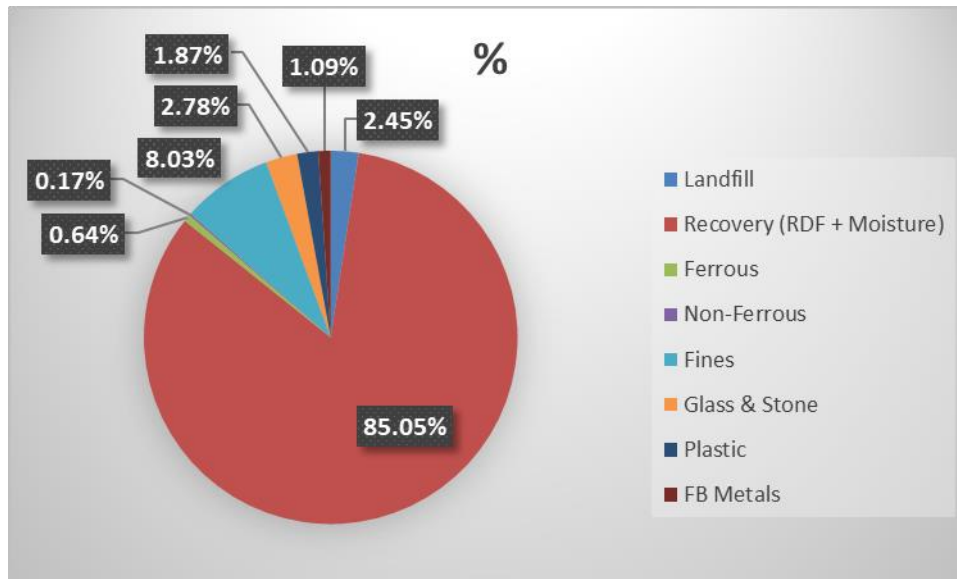


Table 3 - Contract Outputs

Contract Outputs	2019/20	April	May	June	July	Aug	Sep	Oct	YTD 2020/21
Landfill	6094.91	29.08	407.69	376.86	266.82	338.18	1158.35	551.91	3128.89
Recovery (RDF + Moisture)	180524.55	15805.69	13684.08	16720.73	17345.36	14702.52	14924.91	15461.98	108645.27
Ferrous	1384.81	97.30	112.62	175.70	129.92	121.85	127.04	0.00	764.43
Non-Ferrous	200.67	39.15	28.72	23.70	24.80	24.32	43.01	21.99	205.69
Fines	10051.19	1327.10	1239.83	1298.44	1075.71	986.22	1127.80	1072.43	8127.53
Glass & Stone	3721.37	452.35	445.15	529.41	502.36	359.37	574.95	471.96	3335.55
Plastic	2789.54	398.08	203.76	273.16	262.11	415.21	380.64	308.52	2241.48
Direct Delivered	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recycling Sub-Total	18147.58	2313.97	2030.08	2300.41	1994.90	1906.96	2253.43	1874.89	14674.64
Ferrybridge Metals	2307.82	193.52	162.02	206.07	213.43	172.71	170.20	187.85	1305.80
AWM-Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fines CLO Uplift	1882.14	248.51	232.17	243.14	201.45	184.67	211.19	200.82	1521.95
Recycling Total	22337.54	2756.00	2424.27	2749.61	2409.76	2264.35	2634.81	2263.56	17502.36
Outbound Total	204767.04	18148.74	16121.86	19398.00	19607.08	16947.66	18336.69	17888.79	126448.82
Performance	2019/20	April	May	June	July	Aug	Sep	Oct	YTD 2020/21
Recycling (%)	12.08%	15.53%	14.09%	15.87%	12.74%	14.58%	15.80%	13.49%	14.56%
Diversion (%)	96.99%	101.69%	87.63%	102.49%	94.93%	98.58%	95.08%	95.44%	96.43%
Moisture Loss (%)		29.66%	31.55%	29.56%	30.17%	32.52%	31.81%	30.20%	30.74%

2.1.3 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.

Table 4 – Performance Year to Date from 1 April 2019 to 31 October 2020

Performance	2019/20	April	May	June	July	Aug	Sep	Oct	YTD 2020/21
Recycling (%)	12.08%	15.53%	14.09%	15.87%	12.74%	14.58%	15.80%	13.49%	14.56%
Diversion (%)	96.99%	101.69%	87.63%	102.49%	94.93%	98.58%	95.08%	95.44%	96.43%
Moisture Loss (%)		29.66%	31.55%	29.56%	30.17%	32.52%	31.81%	30.20%	30.74%

2.1.4 Some months, diversion is above 100%. This is due to the processing of waste taking 14 days (over a month end). Therefore, some months more processed material may leave site than is received.

2.2 Complaints

Flies

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

Table 5 - Fly complaints by month

	April 2020	May 2020	June 2020	July 2020	August 2020	Sep 2020	Oct 2020	YTD
No. fly Complaints	3	21	80 (38)*	8 (6)*	4	2	0	119

* complaint substantiated by the EA due to proximity to site

2.2.2 There were 0 fly complaints received in October 2020 which is a further decrease in fly complaints from the neighbouring areas. Renewi continue to manage controls on site and work with the EA to ensure they have as little impact on the surrounding area as possible and are continuing to review actions with the EA based on their recent visit to site. The key areas of focus are dosing rates and application of pesticide treatments on to the waste.

2.2.3 The challenge to the CAR form received in August from the EA relating to the EA consultants visit on 20th July is continuing. The EA have acknowledged receipt of this and responded with their position.

Odour

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

Table 6 - Odour complaints by month

	April 2020	May 2020	June 2020	July 2020	August 2020	Sep 2020	Oct 2020	YTD
No. Odour Complaints	4	5	1	0	1	2	4	17

2.2.5 There have been 4 odour complaints received in October 2020.

Noise

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

Table 7 – Noise complaints by month

	April 2020	May 2020	June 2020	July 2020	August 2020	Sep 2020	Oct 2020	YTD
No. Noise Complaints	1	0	1	0	0	0	0	2

2.2.6 There have been 0 noise complaints received in October 2020.

2.3 Fire Protection Improvements

2.3.1 The situation currently remains the same due to Covid19. Some snagging works remain outstanding and have been put on hold. This outstanding work does not impact on the operational effectiveness of the system.

2.4 Biofilter Replacement

2.4.1 Biofilter 2 refurbishment works are scheduled to commence in December 2020. Removal of degraded material and replacement with fresh compost oversize should be completed within 4 to 6 weeks.

2.5 Acid Scrubber

- 2.5.1 Work on the Acid Scrubber project is ongoing. Contractors attended site in October to progress the final stages of installation. One outstanding item is the install of the pH probe. As Renewi are able to issue critical contractor letters to JCBE they should not be prohibited from attending site during lockdown.

2.6 Landfill Diversion

- 2.6.1 The BDR Manager along with legal and finance advisors continue to liaise with the Contractor to further incentivise diverting the maximum amount of material from landfill. A letter has been sent to Defra to ensure the proposal meets with the requirements of the WICS letter and that no variation business case will be required.

2.7 Grange Lane

2.7.1 Upgrade Works

- 2.7.1.1 Renewi are progressing the upgrade works but no new updates supplied.

2.7.2 Dilapidation Works

- 2.7.2.1 Following a meeting with BMBC and their contractor, Renewi have asked for details of timescales for painting and repair to external apron and have had no feedback as yet. Wood group have been appointed to review the dilapidation works especially the paintwork with a view to come to an agreement about the extent of work to be undertaken and the hand back requirements for Renewi.

2.7.3 Fire Update

- 2.7.3.1 HWRC waste is now being separated at BTS Further assessment of structural steel at the Transfer Station was completed in October. The report has been received and the rectification work has gone out to tender. The new fire system design is currently under review by Renewi's risk consultants. The repairs are forecasted to be completed by the end of Feb 2021.

2.8 Health and Safety

- 2.8.1 During the month 111 close calls were raised generating an average of 1.66 close calls raised per employee per month (Renewi set a target of 2

per month per employee). Additionally, the close out rate for the recorded actions was over 75%.

2.8.2 There was 1 accident. The incident investigation found the operator was wearing correct Personal Protective Equipment (PPE).

2.8.3 8 members of staff were required to self-isolate during the month. Of those tested, 2 positive results were returned for Covid 19. Operations continued to run as normal throughout the month despite an increase in Covid related absence.

Table 8 – Compliance from April 2020 to October 2020

2020/21	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	54	2	0	6	0	0	0	4
May	105	1	0	3	1	0	0	1
June	126	1	0	3	0	0	0	5
July	164	1	0	0	0	0	0	3
Aug	118	2	0	0	0	0	0	2
Sep	130	1	0	1	0	0	0	0
Oct	111	1	0	0	0	0	0	0
YTD Total	808	9	0	13	1	0	0	15

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 2020/21

20/21 Budget approved by JWB			
	Budget 2020-21	Forecast	Variance
Management	£131,888	£120,335	-£11,553
Administration	£24,806	£22,566	-£2,240
Call off Legal	£62,691	£118,914	-£11,027
External Finance	£30,000		
External Legal	£12,250		
External Technical	£15,000		
Insurance Advisors	£10,000		
Call off Finance	£0		
Call off Technical	£0		
HWRC Project	£0	£0	£0
Total	£286,635	£261,814	-£24,821

4.1.4 For 2020/21 the advisor costs include ongoing work to implement operational changes and potential variations to contracts due to Covid19 and the emerging Resource and Waste Strategy.

4.1.5 Although there is an underspend to date with advisors there may be a requirement for increased insurance, legal and technical advice following the recent fire at Barnsley Transfer Station and financial and legal support for any COVID related financial claims from Renewi and the HWRC contract (BDR Team supporting BDR Waste Management teams). At this stage, the BDR Manager is not forecasting that as a saving.

4.1.6 The BDR Manager has reduced the number of hours she is working, a recruitment process to back fill the two days has not yet been completed.

5.0 Communications

5.1 Community Education Liaison Officer (CELO)

5.1.1 Social media content posted every Friday in October with the hashtag #FoodWasteFriday and the topic for October covered squashes, rice, the difference between use-by and best before dates, cereal and carving something you'll eat for Halloween.

- 5.1.2 Social media content posted every Tuesday in October with the hashtag #ChooseDayIsReuseDay and the topic for October was reusing while shopping and included using reusable bags and loose fruit and vegetable bags, reusable face masks and shopping locally. This was also supported by a press release to local media.
- 5.1.3 In September a school uniform project how-to guide was written and circulated to the Communications team for comment and has been approved so this will be added to the BDR online site as a downloadable resource for schools and promoted through the Waste Less South Yorkshire social media. The main Love Your Clothes campaign has been postponed to spring 2021 as many charity shops remain closed or inundated with stock and due to the current government advice regarding daily washing of clothes worn on public transport or to school it was felt that this would be ill-timed.
- 5.1.4 Recycle Week took place 21st-27th September. Social media assets provided by WRAP were posted every day of the week on Waste Less South Yorkshire feeds. The theme of this year's campaign was 'Together - We Recycle' and thanking the nation for continuing to recycle through the COVID-19 pandemic. The campaign was promoted on Barnsley's social media in addition to Waste Less South Yorkshire, the combined reach of the campaign was 26,772. The posts were also accompanied by a Recycle Week blog on Waste Less South Yorkshire and picked up by Renewi on Linked In. This was supported by a press release to local news outlets.
- 5.1.5 In October WRAP launched a sister campaign to the Love Food Hate Waste campaign named 'Wasting Food: It's Out of Date' and several posts were shared on the Waste Less South Yorkshire social media channels.
- 5.1.6 A livestream event was held in October relating to 'How to reduce your food waste: Salad'. The live stream received 254 viewers. Due to the success of the livestream, more will be held in the future targeting the most commonly wasted food items including bread, fruit, cheese and milk. A special Christmas food edition will be hosted in December.
- 5.1.7 The CSR fund for 2020/21 opened in October. The press release, information sheet and application form have been distributed to each Local Authority Communications team who will then circulate it on their websites, within their Councils (including neighbour teams, community development officers and love where you live teams) and with their respective Councillors. All ward Councillors in Barnsley, Doncaster and Rotherham

have received the details along with all MPs in the area, Dearne Valley parish councils and a number of community groups and volunteer organisations such as South Yorkshire Scouts and the South Yorkshire Funding Advice Bureau. Due to low numbers of suitable applications the deadline for fund applications has been extended to 31st December.

- 5.1.8 A press release about batteries in the residual waste stream as part of a campaign called 'Take Charge', coordinated by ESA, was distributed at the end of October. This was supported by social media posts.
- 5.1.9 A new campaign focusing on reducing waste, increasing recycling, reducing recycling contamination and the proper disposal of waste is being developed by the CELO team, Hubbub and the Councils.
- 5.1.10 In October social media posts relating to the care and repair of clothes were distributed via social media and proved popular with a slightly different audience to traditional recycling and re-use messaging.
- 5.1.11 Due to the suspension of garden waste collections ahead of schedule in Doncaster, home composting, leaf mould and trench composting blogs were written and shared online and the announcement from Doncaster Council shared.
- 5.1.12 The CELOs have been working with RMBC to update the BDR online website. In October, a large amount of the new material was made available and the CELOs continued to work with the RMBC team on identifying the content to be removed, inclusion of school packs for all areas, resolving display issues, the aesthetics of the site and trying to gain CMS access to make minor amends as needed.
- 5.1.13 The Autumn waste compositional analysis commenced on 5th October 2020 and finished on 6th November 2020, the data is due in November and the final reports are due towards the end of December 2020. Appendix one to this report provides an unaudited update on the average contents of bins in 2019/20 versus 2020/21.

6.0 Resources

- 6.1.1 The BDR team have been assisting Barnsley, Doncaster and Rotherham councils with projects as identified in section 7.0. There is additional support as required from a legal locum, internal and external technical and financial advisors for more complex matters.

7.0 Joint working and BDR support

7.1 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
- Facilitating movement on the dilapidation work
- Variations to the BTS contract with Barnsley to allow Paper and Card to be managed as a contingency measure.

DMBC

- Support on Waste Data Flow data collation and input for Q1 & Training of DMBC Staff for self-reporting ability from Q2 onwards
- Assistance with the development of the Doncaster Environmental Strategy

RMBC

- Support on Tendering new Clinical Waste Disposal contract is now completed, and the contract awarded
- Completion of the legal documents for the Organic and Recycling Contracts.
- The BDR Manager is a Climate Change Champion for RMBC

B.D.R

- Covid 19 support
 - Co-ordinating approach across BDR(S) including reinstatement of weekly meeting across the 4 councils as we are in lockdown.
 - Support on all aspect of the crisis, including guidance, industry insight, legislation changes, resource support / availability, updates and action logs
 - In conjunction with Renewi, ensuring the Waste Treatment Facility remains operational and taking as much household waste as possible.
 - Ensuring joint working on management of BDR contracts such as HWRC to fulfil the requirements of the service
 - Joint communication

- Best practice and networking
- Solutions and progression of HWRC contract variation requirements
- Co-ordinated work on response to new loss of income Covid claim from FCC (for both Supplier Relief scheme and beyond October where no current Government guidance is available)
- Tetra Pak 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
 - Pre work on Strategic Review of SYMWS as requested at JWB
- Compiling BDR response to Latest government Waste Plan consultation – not submitted

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).
Covid	COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.
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.
Jones Celtic BioEnergy (JCBE)	Is a leading innovator who will take a project from concept through to operation. Who provide a complete solution for the generation of renewable energy from biodegradable sources, such as municipal waste, food waste, agricultural waste and biomass. We offer unparalleled delivery of a range of BioEnergy technologies which are modelled and tailored to the specific requirements of our clients.
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. MBT plants are designed to process mixed household waste as well as commercial and industrial wastes.
Microsoft Teams	Is a business-oriented communication and collaboration platform that combines workplace chat, video meetings, file storage, and application integration.
Private Finance Initiative (PFI)	Mechanism for creating "public-private partnerships" (PPPs) by funding public infrastructure projects with private capital.
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.
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.
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.
Waste and Resources Action Programme (WRAP)	WRAP works with governments, businesses and communities to deliver practical solutions to improve resource efficiency.
Wood Group UK Ltd	Wood provides performance-driven solutions throughout the asset life cycle, from concept to decommissioning across a broad range of industrial markets, including the upstream, midstream and downstream oil & gas, power & process, environment and infrastructure, clean energy, mining, nuclear, and general industrial sectors.

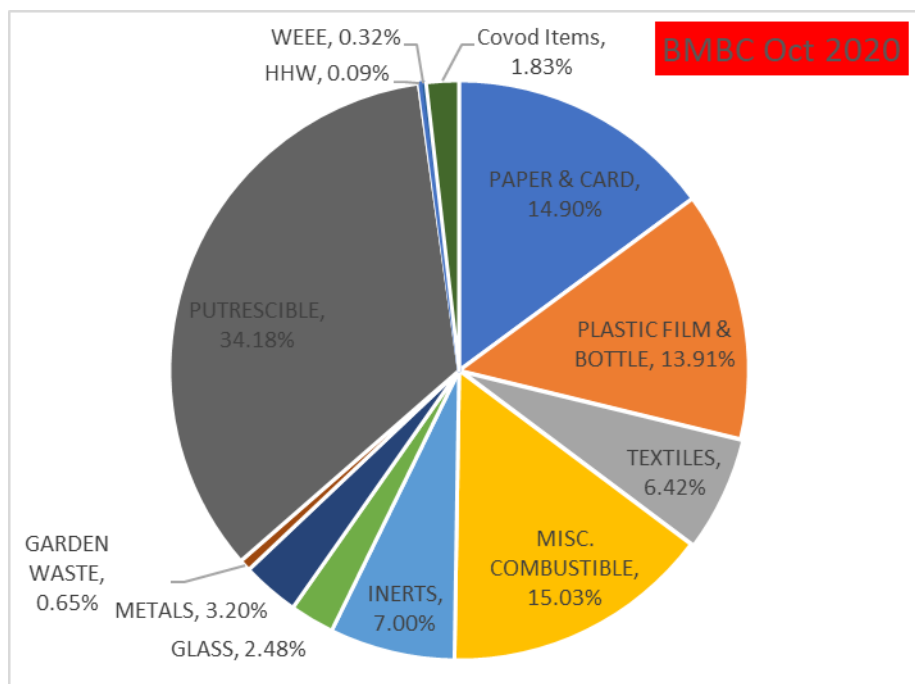
Contact Name: - Lisbeth Baxter, BDR Manager, Tel. Ext 55989
email: Lisbeth.Baxter@rotherham.gov.uk

Item 7 - Appendix 1 – BDR Manager Report JWB 14-12-2010

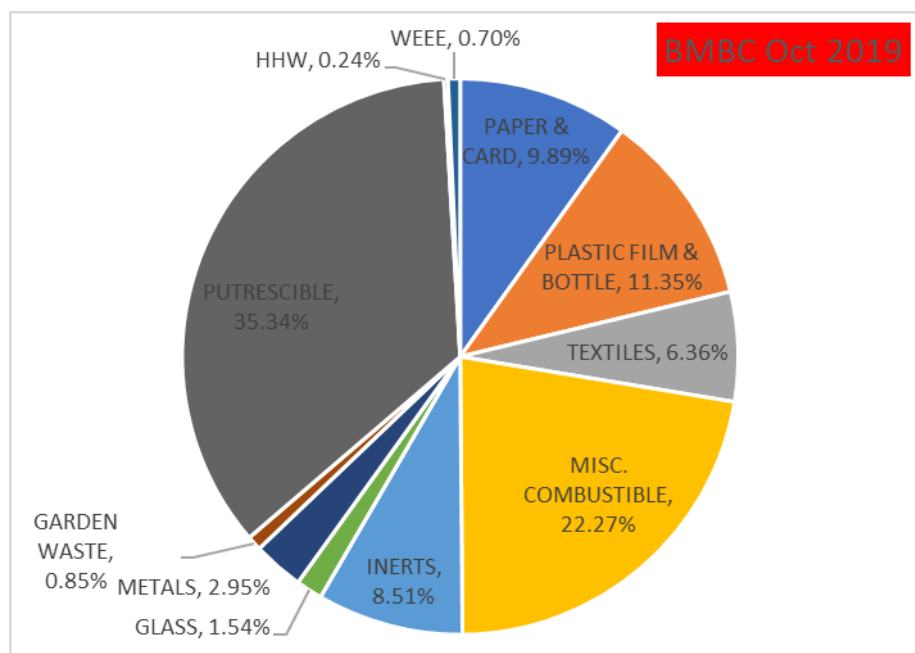
Compositional analysis year on year variations

BMBC

BMBC Oct 2020	
PAPER & CARD	14.90%
PLASTIC FILM & BOTTLE	13.91%
TEXTILES	6.42%
MISC. COMBUSTIBLE	15.03%
INERTS	7.00%
GLASS	2.48%
METALS	3.20%
GARDEN WASTE	0.65%
PUTRESCIBLE	34.18%
HHW	0.09%
WEEE	0.32%
Covod Items	1.83%

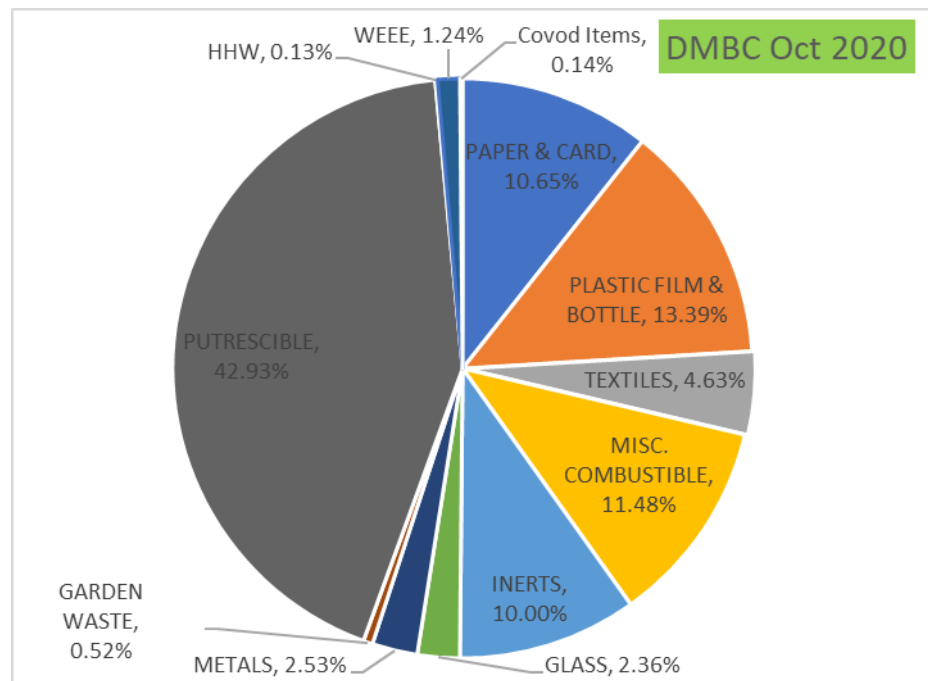


BMBC Oct 2019	
PAPER & CARD	9.89%
PLASTIC FILM & BOTTLE	11.35%
TEXTILES	6.36%
MISC. COMBUSTIBLE	22.27%
INERTS	8.51%
GLASS	1.54%
METALS	2.95%
GARDEN WASTE	0.85%
PUTRESCIBLE	35.34%
HHW	0.24%
WEEE	0.70%

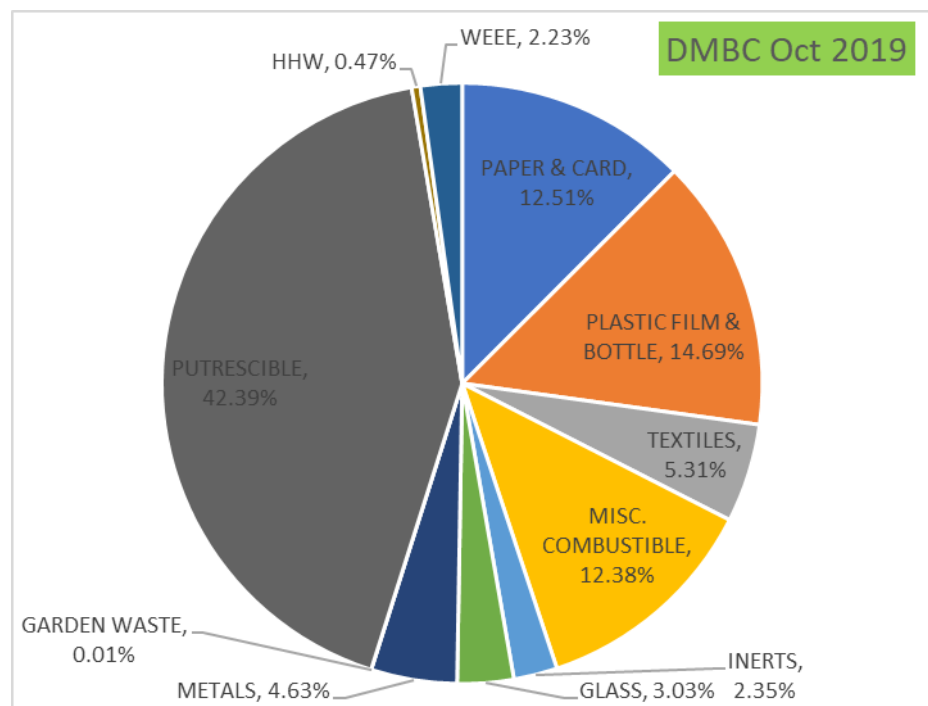


DMBC

DMBC Oct 2020	
PAPER & CARD	10.65%
PLASTIC FILM & BOTTLE	13.39%
TEXTILES	4.63%
MISC. COMBUSTIBLE	11.48%
INERTS	10.00%
GLASS	2.36%
METALS	2.53%
GARDEN WASTE	0.52%
PUTRESCIBLE	42.93%
HHW	0.13%
WEEE	1.24%
Covid Items	0.14%

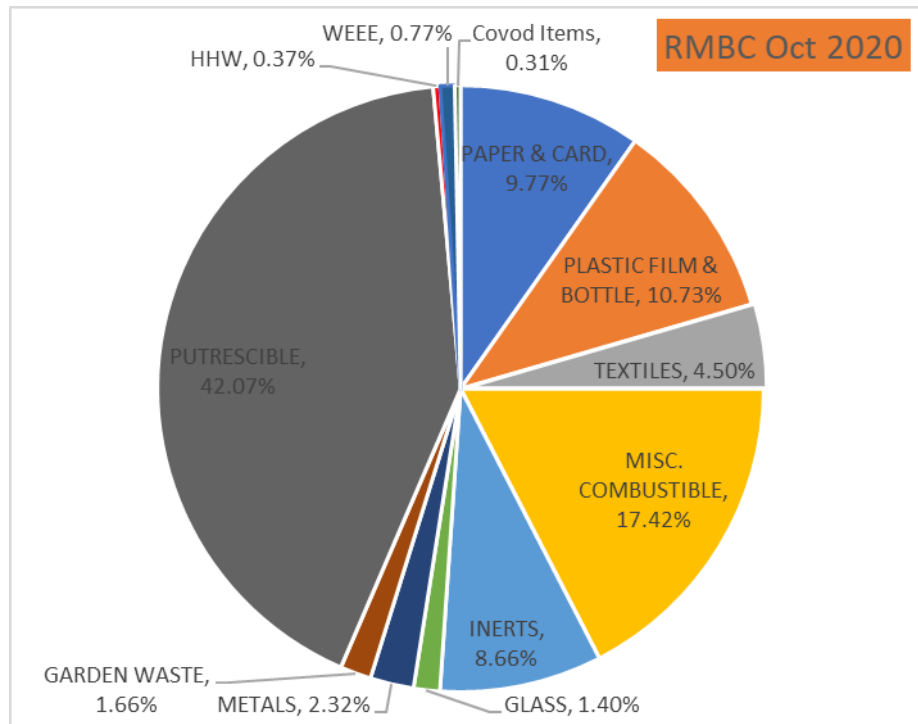


DMBC Oct 2019	
PAPER & CARD	12.51%
PLASTIC FILM & BOTTLE	14.69%
TEXTILES	5.31%
MISC. COMBUSTIBLE	12.38%
INERTS	2.35%
GLASS	3.03%
METALS	4.63%
GARDEN WASTE	0.01%
PUTRESCIBLE	42.39%
HHW	0.47%
WEEE	2.23%

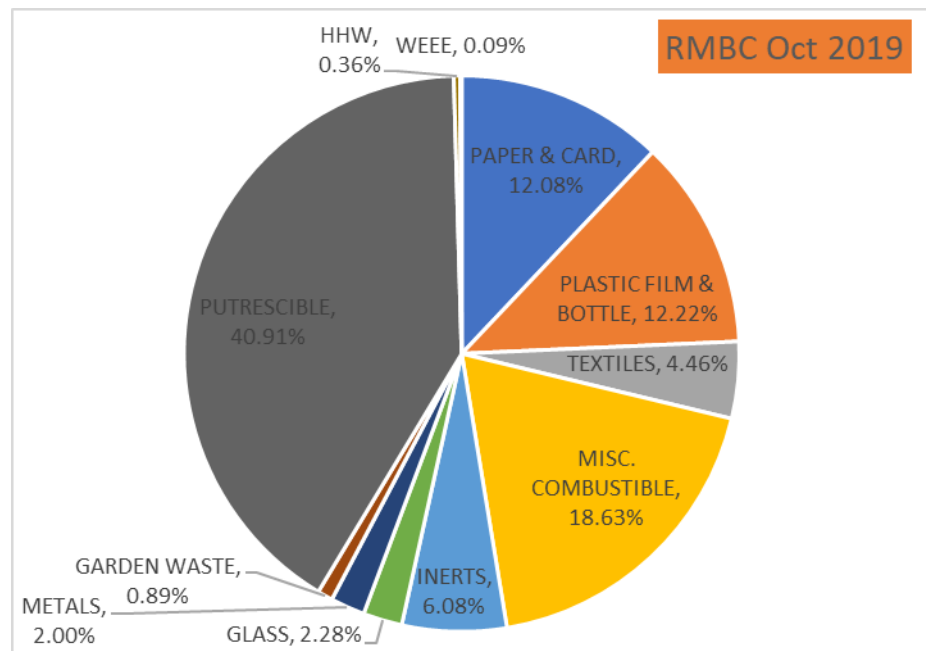


RMBC

RMBC Oct 2020	
PAPER & CARD	9.77%
PLASTIC FILM & BOTTLE	10.73%
TEXTILES	4.50%
MISC. COMBUSTIBLE	17.42%
INERTS	8.66%
GLASS	1.40%
METALS	2.32%
GARDEN WASTE	1.66%
PUTRESCIBLE	42.07%
HHW	0.37%
WEEE	0.77%
Covid Items	0.31%



RMBC Oct 2019	
PAPER & CARD	12.08%
PLASTIC FILM & BOTTLE	12.22%
TEXTILES	4.46%
MISC. COMBUSTIBLE	18.63%
INERTS	6.08%
GLASS	2.28%
METALS	2.00%
GARDEN WASTE	0.89%
PUTRESCIBLE	40.91%
HHW	0.36%
WEEE	0.09%



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

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

1.2. 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 29 June 2020.

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. Two risk levels have reduced 17 and 16 this is due to the contractual relationship and plant performance.

3.2. There are currently no risks proposed for deletion in the register.

3.3. The risk areas under each of these headings are as in appendix 1 with their respective current and target RAG rating:

3.4. 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	30/6/2020	28/9/2020	14/12/2020					
Red	2	2	2	3	3	3	3	3	3	1					
Amber	9	5	5	5	4	4	4	5	5	7					
Green	4	8	8	8	9	9	10	9	9	9					
Total	15	15	15	16	16	16	17	17	17	17					

Target RAG Rating	01/10/18	22/11/2018	3/12/2018	1/3/2019	30/9/2019	21/11/2019	5/3/2020	30/6/2020	28/9/2020	14/12/2020					
Red	0	0	0	0	0	0	0	0	0	0					
Amber	7	5	4	5	5	5	4	4	4	3					
Green	8	10	11	11	11	11	13	13	13	14					
Total	15	15	15	16	16	16	17	17	17	17					

4. Monitoring

4.1. 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.

5. Options considered and recommended proposal

5.1. Not applicable.

6. Consultation

6.1. The BDR Steering Committee has reviewed and agreed the attached register.

7. Timetable and Accountability for Implementing this Decision

7.1. Not applicable.

8. Financial and Procurement Implications

8.1. 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.

9. Legal Implications

9.1. 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.

10. Human Resources Implications

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

11. Implications for Children and Young People and Vulnerable Adults

11.1. Not applicable

12. Equalities and Human Rights Implications

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

13. Implications for Partners and Other Directorates

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

14. Risks and Mitigation

14.1. 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.

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		Target Score	Risk Owner (Officer responsible for managing risk and controls)	Risk Review Date	Movement
				I	L			I	L				
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	01/02/21	↔
17 (CSS13)	Contractor is in Contractor Default due to financial failure of contractor	Funders assess the position and decide whether to step in and avoid Contractor Default. If they do not then the Contractor could be terminated by the Councils.	Contractor to limit exposure to unnecessary costs and protect income during any negotiations of change. Councils have standard HMT approved contract drafting to manage termination process.	4	3	12	Ensure appropriate application and understanding of the contract. Continue to maintain a good contractual relationship with operator and key staff.	4	3	12	BDR MANAGER	01/02/21	↓
10 (CSS13)	Environmental Impact to Local Area from Noise/Odour/Flyes/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. Close liaison with the Local Environment Agency officer to monitor the plant and agree Fly and Odour Management Plans	3	4	12	Increased fly spraying during the fly season. Use of different insecticides. Increased pit management and emptying. Communicate to householders to wrap waste. Ensure biofilters are adequately maintained	3	3	9	BDR MANAGER	01/02/21	↔
16 (CSS 13)	Operating sub-contractor exits UK Municipal market due to financial pressures	Service disruption	The PFI model anticipates several stages where the private sector entities - Operating Sub-Contractor, Contractor (Equity and Junior Debt Investors) and Senior Lenders - all progressively take risk (and lose their investment/loans) before the Councils bear additional costs risk. The Contractor would be required to replace the Operating Sub-Contractor and pay the costs of doing so. Compensation would be payable by operating sub-contractor in addition to the letter of credit they have in place.	4	3	12	The Councils will identify areas where they could work with the Contractor and operating sub-contractor to help reduce the losses they are currently facing whilst maintaining the intended risk transfer and achieving the required service performance. However, they should ensure that they outcome of any negotiations does not result in the Council being liable for increased compensation on termination costs should a termination still be likely as a result of the contract being considered more valuable on a market tendering exercise. Ensure appropriate application and understanding of the contract. Continue to maintain a good contractual relationship with operator and key staff.	4	2	8	Chair of Steering Committee	01/02/21	↓
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	3	12	Robust case against Uninsurable argument. Ensure Contractor completes the fire improvement works.	4	2	8	BDR MANAGER	01/02/21	↔
18 (CSS13)	Pandemic	Lack of staff/consumables due to a Pandemic results in facility not being able to function	Contingency plan in place. Staff able to work from home social distancing measures in place. 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	4	12	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. Testing/Immunisation program for contractors staff and household members. Liaison with Statutory bodies to ensure waste operators have essential status for accessing PPE if necessary. Source several suppliers.	1	5	5	BDR MANAGER	01/02/21	
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	01/02/21	↔
15 (CSS 13)	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	01/02/21	↔

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 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.	4	2	8	Regular visits by health and safety officers. Quarterly health and safety meetings.	3	2	6	BDR MANAGER	01/02/21	
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	01/02/21	
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 interim/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	01/02/21	
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	01/02/21	
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. From the 1/9/20 the current PFI Manager has reduced her hours to work 3 days a week.	2	2	4	BDR MANAGER	01/02/21	
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	01/02/21	
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	01/02/21	
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 retendered	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	01/02/21	
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 an 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	01/02/21	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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