

BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD

Venue: Microsoft Teams

Date: Monday 7 March 2022

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 9 September 2021 and matters arising (copy attached) (Pages 2 - 5)**
- 6. BDR Managers Report (Pages 6 - 15)**
 - Governance
 - Contract Delivery
 - Legal
 - Financial
 - Communications
 - Resources
 - Environmental
 - Site Visits Cllr / New AD's
- 7. HWRC Update (Verbal Report)**
- 8. Current Issues (Verbal Report)**
- 9. Risk Register (Pages 16 - 22)**
- 10. Any Other Business (Pages 23 - 27)**

For information:

- Community Liaison Group Meeting Minutes

- 11. Date, time and venue for the next meeting**
Monday 6 June 2022 at 9.30am in Rotherham Town Hall.

**BARNSELEY, DONCASTER AND ROTHERHAM JOINT WASTE BOARD
THURSDAY 9 SEPTEMBER 2021**

Present: Councillor Houlbrook (Chair), Councillor Beck and Councillor Howard (acting as substitute for Councillor Lamb) with Lisbeth Baxter, Paul Castle, Tom Smith, Lee Garrett, Rhonda Fleetwood and Samantha Stonebanks.

105. TO DETERMINE IF THE FOLLOWING MATTERS ARE TO BE CONSIDERED UNDER THE CATEGORIES SUGGESTED IN ACCORDANCE WITH THE LOCAL GOVERNMENT ACT 1972

Agreed.

106. TO DETERMINE ANY ITEM WHICH THE CHAIRMAN IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY

There were no urgent items to consider.

107. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillor Lamb, Councillor Sansome, Matthew Gladstone, Kellie Hopkins, Nigel Naisbitt and Paul Hutchinson.

Following the apologies for absence, it was **agreed** that the Terms of Reference for both the BDR Board and the South Yorkshire Waste Board would be reviewed to clarify who needed to attend meetings. An email would also be sent from the BDR team to all Members and Officers involved in the BDR meetings to emphasis the importance of attending meetings.

108. DECLARATIONS OF INTEREST

There were no declarations of interest.

109. MINUTES OF THE PREVIOUS MEETING HELD ON 14 JUNE 2021

The Minutes were approved as a correct record of the meeting.

110. MATTERS ARISING

There were no matters arising.

111. BDR Managers Report

The Barnsley, Doncaster and Rotherham Joint Waste Manager submitted a report which highlighted and updated the following issues relating to the Joint Waste Private Finance Initiative (PFI) for the period April 2021 – July 2021:

- Governance
- Contract Delivery
- Legal
- Financial
- Communications

- Resources
- Site Visits for Cllr's/ New AD's

Beth Baxter confirmed that she had increased her hours from part time to full time to provide cover as the RMBC interim Waste Manager two days a week and BDR Contract Manager three days a week. Paul Hutchinson had taken on the role of BDR Contract Manager as a job share when Beth is working her normal part time hours.

It was reported that the number of complaints regarding flies was down on previous years and that the complaints received by the Environment Agency had not been substantiated due to their distance from the site.

The partnership was currently projected savings of £17,000 against its approved budget. An additional £59,000 was however required for an unplanned piece of work. Further discussion on this matter was held under Minute 114

Site tours for BDR personnel were to be re-instated with numbers limited to six per tour. The dates available were:

Wednesday 22 September, 16.00-18.00

Thursday 7th October, 17.00-19.00

Wednesday 27th October, 15.00-17.00

Anyone wishing to attend should email Beth or Rhonda. The Chair encouraged all those who could attend to do so in order to aid their work on the Board.

Other work across the individual Council's included work on DMR/Paper and Card disposal contract; facilitating movement on the delays work at BTS; assistance with Environmental Strategies and Climate Change work.

During discussions Members raised concerns regarding the shortage of HGV drivers and the impact this could have on waste collection and disposal. All Council's were looking at ways to recruit new drivers and retain existing drivers, but this was proving difficult as the private sector was able to offer financial incentives that the public sector cannot. However, Officers stressed that money was not the only factor for drivers. Many enjoyed working closer to home and having sociable hours which was something that the public sector can offer. It was suggested that Barnsley, Doncaster and Rotherham Council's should meet to discuss pay and working conditions for drivers so as not to be in direct competition. It was confirmed that conversations were taking place at an officer level regarding the shortage.

Resolved: That the information provided be noted.

112. CURRENT ISSUES

Beth Baxter explained that the impact that COVID would have over the winter was still unknown but the plans that were put in place for Winter 2020 had proved successful so these could be implemented again if need be. The Chair had concerns that environmental emergencies such as flooding or heavy snowfall could cause major disruptions if resources were already thinly stretched due to COVID and the HGV driver shortage. Officers at the

meeting confirmed that work at the South Yorkshire Local Resilience Forum had already shifted from being focussed on COVID to being focussed on winter pressures so they were confident that all of the required plans would be in place.

Beth also confirmed that planning was underway for Christmas 2021. It was **agreed** that all Council's would share the Christmas collection plans with the BDR team as soon as possible to allow them to make all of the necessary arrangements.

Resolved: That the information provided be noted.

113. RISK REGISTER

Beth Baxter introduced the Risk Register and highlighted the key changes:

- New risks – **Lack of resources having exited the European Union; Changes in Local Authority Policy and Lack of resources.**
- Decreasing risks – **Pandemic:** the impacts of the pandemic have been lower than anticipated due to the measures taken; **Lack of recycling markets:** the contractor has several markets for the recyclates; and **UK having exited the European Union:** this relates to the financial impacts of exiting the EU.
- Removed risks – **the contractor will not comply with the terms and conditions and the performance will be less than the Councils are paying for and ensure the balance of risk between Contractor and BDR is maintained.** These have been removed as they have been combined with other existing risks.

It was confirmed that the reporting of close calls/near miss incidents helped improve health and safety on site as it leads to a reduction in actual incidents.

Resolved: That the risk register be noted.

114. ANY OTHER BUSINESS

HWRC Review Progress

Beth Baxter confirmed that £59,000 was required in addition to the agreed budget for the Household Waste Recycling Centres Review. The Review would look at the provision and facilities at each centre as well as comparing different models for the service. A benchmarking activity was underway. The review was expected to be completed in December 2021 and would be reported back to each Council.

Following questions, it was confirmed that the steering committee would be checking and challenging the review process throughout the next couple of months and the final report would be presented to BDR board in due time.

The review would look at the service model from the perspective of the BDR partnership but also from the perspective of each individual Council. It will therefore be for each individual Council to ascertain a way forward. It was confirmed that discussions between Cabinet

Members and Officers from the different Council's could take place outside of the BDR forum to try and reach a consensus on a way forward.

Resolved: That the report be noted and the spend of £59,000 for the HWRC review be agreed.

Thanks to Waste Management Workers

The Board wished to place on record their thanks to all involved in waste collection/waste management for their phenomenal hard work throughout the pandemic.

Resolved: That the thanks be noted.

Community Liaison Group

It was confirmed that an email would be set to the BDR Board Members encouraging them to remind relevant ward Councillors from their Local Authorities to attend the Community Liaison Group following complaints of non-attendance.

Resolved: That the report be noted.

115. DATE, TIME AND VENUE FOR THE NEXT MEETING

The next meeting will take place on 20 December 2021 at 9.30am at Rotherham Town Hall.

BDR WASTE PFI'
BDR MANAGER UPDATE REPORT
7th March 2022

1. Governance

- 1.1. Contract Data - Performance reports are produced by the contractor on the 15th of each month, including information up to the end of the previous month. As the JWB meeting is held on the 7th March the contractors supplied data only includes up to 31st January 2022 (February's contractual information will not be received until the 15th March). Through monitoring of the contract and communication with the contractor, the BDR team have included additional information on performance up to date, and the team have no concerns with performance and service delivery.
- 1.2 The BDR Team continues to work mainly from home, complying with Government and Council guidelines and they will continue to do so until advised otherwise. Any visits required to Bolton Road, BTS or any of the Councils officer are Covid-19 compliant.
- 1.3 A review of the team's workload, staffing resource needs, team structure suitability and filling of the Senior Contract Officers vacant 2 days is underway. Discussion has been held with RMBC HR to scope options. These options will be brought to Steering Committee for review, and JWB for approval if appropriate.

2. Contract Delivery

2.1. Waste Treatment – Bolton Road Facility

2.1.1. BDR Waste Received

Table 1 – Year to date contract tonnes processed

Inputs		2020/21	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2021/22
	Contract Waste (Limbs)												
Barnsley	A (Household)	59793.54	5231.76	4473.50	4972.54	4904.10	4451.16	4755.26	4474.34	4569.12	5048.84	4603.72	47484.34
	B (Commercial)	4698.90	414.48	446.88	496.28	484.28	401.20	523.61	499.17	513.56	520.74	447.36	4747.56
	C (HWRC)	4234.34	448.56	416.00	432.14	420.16	456.58	397.58	381.42	357.78	442.24	449.36	4201.82
	D (Public Highways etc)	1120.55	105.32	91.44	112.02	114.74	109.04	77.95	75.10	73.04	80.22	75.28	914.15
	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)	78370.85	6790.78	6171.14	6328.48	6810.17	5826.02	6221.94	6007.64	5815.88	6462.54	5825.06	62259.65
	B (Commercial)	3090.00	356.22	312.20	287.28	352.56	465.72	492.70	406.66	535.22	542.08	527.48	4278.12
	C (HWRC)	6061.38	684.60	639.12	644.32	630.04	660.14	581.94	564.94	521.68	574.74	648.96	6150.48
	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)	55728.94	4752.05	4444.70	4727.54	4594.36	4501.47	4416.68	4131.84	4484.12	4372.20	4642.28	45067.24
	B (Commercial)	2885.00	264.96	273.32	272.12	287.51	260.98	276.26	253.08	264.18	272.06	260.02	2684.49
	C (HWRC)	4138.70	457.22	463.26	510.04	507.06	542.20	452.32	441.88	429.28	439.90	536.08	4779.24
	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
	Limbs A&B Sub-Total	204567.23	17810.25	16121.74	17084.24	17432.98	15906.55	16686.45	15772.73	16182.08	17218.46	16285.92	166501.40
BDR	A (Household)	193893.33	16774.59	15089.34	16028.56	16308.63	14778.65	15393.88	14613.82	14869.12	15883.58	15071.06	154811.23
	B (Commercial)	10673.90	1035.66	1032.40	1055.68	1124.35	1127.90	1292.57	1158.91	1312.96	1334.88	1234.86	11710.17
	C (HWRC)	11463.04	1262.00	1191.46	1229.46	1279.78	1464.50	1342.60	1229.96	1322.28	1424.22	1512.92	13259.18
	D (Public Highways etc)	1120.55	105.32	91.44	112.02	114.74	109.04	77.95	75.10	73.04	80.22	75.28	914.15
	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	217,150.82	19,177.57	17,404.64	18,425.72	18,827.50	17,480.09	18,107.00	17,077.79	17,577.40	18,722.90	17,894.12	180694.73

2.1.2. Third-party waste received

Table 2 - Year to date Third Party waste tonnes processed

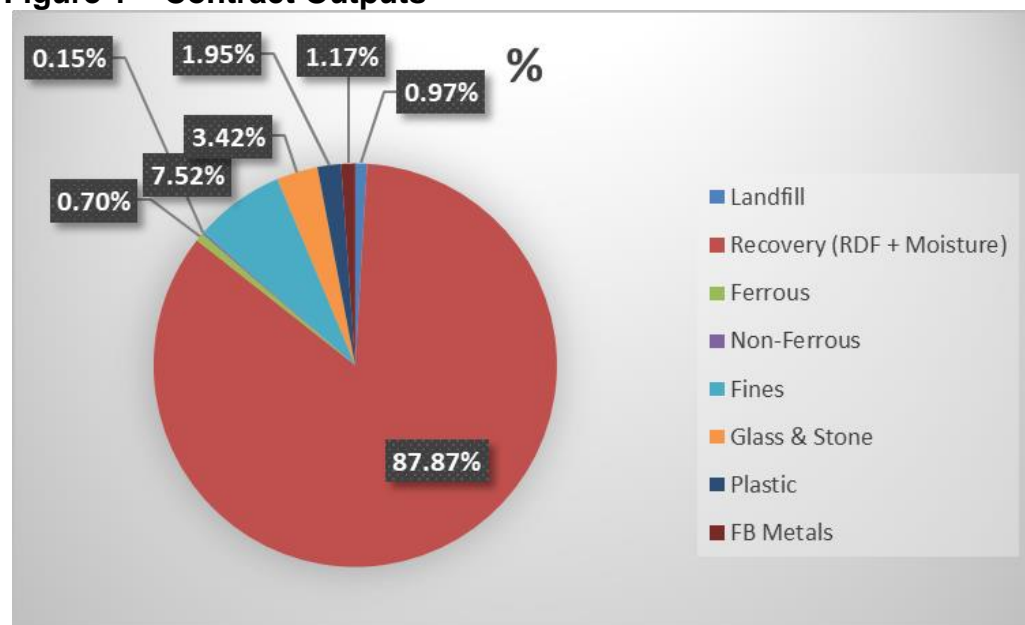
Inputs - 3rd Party	2020/21	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2021/22
Renewi Derby	16465.28	920.76	879.48	516.76	341.88	572.64	601.08	497.44	839.66	230.68	0.00	5400.38

2.1.3. The amount of Third-party waste being accepted has been reduced to ensure enough capacity to process and prioritise BDR waste and the increased tonnages being delivered throughout the Covid pandemic. This will also allow for improved reception pit cleaning as part of Renewi's fly management measures.

2.1.4. Process Outputs

Table 3 - Year to date Bolton Road Process Outputs

Contract Outputs	2020/21	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2021/22
Landfill	4270.96	175.18	170.56	187.37	169.72	183.70	203.37	206.56	164.90	150.52	147.64	1759.52
Recovery (RDF + Moisture)	192118.07	16602.15	15976.23	16625.94	15477.07	16131.04	14933.98	15222.73	15708.03	15670.02	16432.92	158780.11
Ferrous	1559.00	114.00	136.23	111.43	110.43	110.95	111.65	88.32	119.37	122.46	139.92	1164.76
Non-Ferrous	302.01	12.89	21.99	26.16	13.36	16.03	23.59	14.03	46.18	28.05	53.60	255.88
Fines	12630.64	825.19	1250.49	1249.74	1046.55	1026.22	989.82	1005.91	1044.20	1046.36	1058.54	10543.02
Glass & Stone	5497.66	588.74	640.92	599.22	540.56	522.07	557.31	646.52	491.67	476.00	635.96	5698.97
Plastic	3508.25	311.00	330.82	375.33	288.88	276.89	267.59	488.81	436.60	299.64	174.78	3250.34
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	23497.55	1851.82	2380.48	2361.88	1999.78	1952.16	1949.96	2243.59	2138.02	1972.50	2062.80	20912.99
Ferrybridge Metals	2406.89	200.15	201.09	211.07	198.51	197.73	183.02	182.25	183.59	190.31	205.08	1952.80
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	2365.16	154.52	234.16	234.02	195.97	192.17	185.35	188.36	195.53	195.94	198.22	1974.24
Recycling Total	28269.60	2206.50	2815.74	2806.97	2394.26	2342.05	2318.33	2614.21	2517.14	2358.75	2466.10	24840.05
Outbound Total	219886.58	18629.15	18527.27	19175.20	17646.56	18266.90	17097.31	17672.88	18010.95	17793.04	18643.36	181462.62

Figure 1 – Contract Outputs

2.1.5. Process Performance

Table 4 - Year to date Bolton Road Process Performance

Performance	2020/21	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	YTD 2021/22
Recycling (%)	13.80%	12.39%	17.47%	16.43%	13.73%	14.72%	13.89%	16.57%	15.56%	13.70%	15.14%	14.77%
Diversions (%)	97.88%	95.60%	103.53%	101.09%	91.48%	102.31%	92.79%	101.34%	101.61%	94.07%	102.78%	97.80%
Moisture Loss (%)	28.82%	31.55%	28.04%	27.69%	27.39%	30.32%	30.07%	30.96%	32.62%	30.73%	29.13%	29.18%

2.1.6. Landfill diversion is calculated by total waste diverted from landfill divided by the total waste delivered. Some months, diversion is above 100%. This is due to the processing of waste taking 14 days (over a month-end). Therefore, in some months more processed material may leave the site than is received. The landfill diversion target is an annual target.

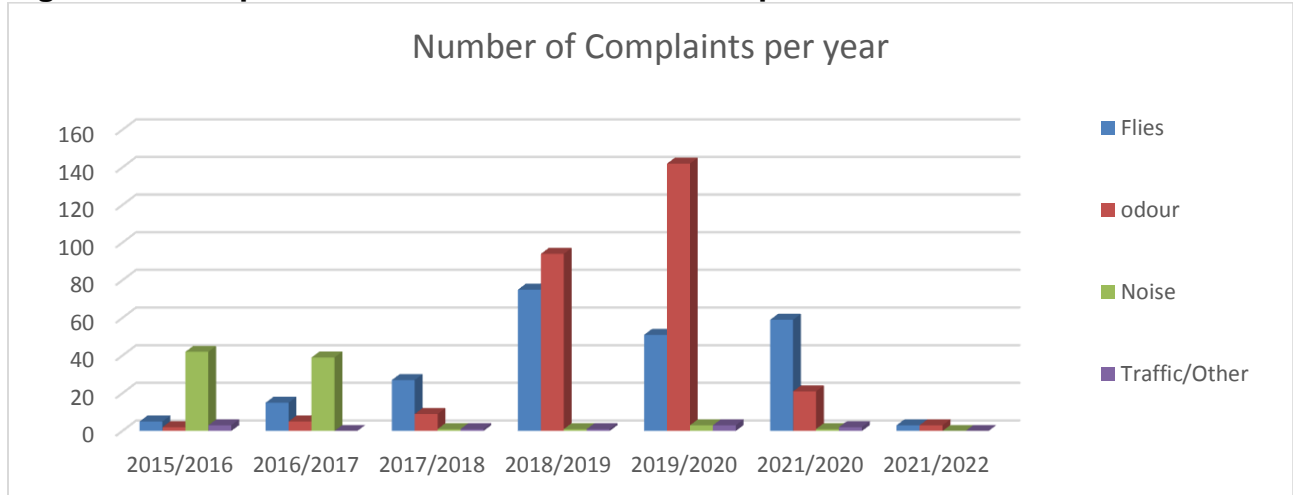
2.2 Complaints

Table 5 - Complaints received by month

2021/22	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Total
Flies	0 (0)	0 (0)	2 (2)	0 (5)	0 (2)	1 (0)	0 (0)	0 (0)	0 (0)	0 (0)	3 (9)
Noise	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (1)	0 (0)	0 (1)
Odour	2 (0)	0 (0)	0 (0)	0 (4)	0 (1)	1 (0)	0 (0)	0 (0)	0 (0)	1 (1)	4 (5)

(#*) Classified as Unsubstantiated by the EA (Distance from site, wind direction, closeness to other sources, description of complaint levied (burning waste!) or Hygiene / lack of own fly management at complainant's address).

- 2.2.1. There were no new fly complaints received up to January 2022, either direct, via the Councils or the EA. Fly numbers on site continue to hold at really low numbers. With the current Fly Management procedure employed, these historically low numbers are expected to continue into the winter months.
- 2.2.2. There was one new odour complaint received up to January 2022 via the EA. Analysis indicates no processing operations were underway and the wind was not in the direction of the resident's property. It has been classed as unsubstantiated
- 2.2.3. There was one new noise complaint received up to January 2022. After repeated attempts to contact the complainant for more information (without response) It has been classed as unsubstantiated.

Figure 2 – Complaints received over the contract period

2.3 Fire Protection Improvements

2.3.1 All outstanding snagging actions on the fire protection system have now been completed and it is fully operational. Therefore, this item will be removed from future reports.

2.4 Acid Scrubber

2.4.1 The contractor has completed all the installation work. Renewi staff are currently undergoing training, commissioning, and testing. Once full and final technical manuals have been handed over this installation will be complete.

2.5 Barnsley Transfer Station – Grange Lane

2.5.1 Dilapidation Works - All delays work has now been completed. We are still awaiting BMBC to commission a survey of a schedule of conditions to set out a Standard for Renewi to adhere to in order to keep the site in a good and tenable condition to the end of the contract.

2.5.2 Fire Update – Fire and security system still working well, one alarm triggered on the 25th of December. The Monitoring Centre reviewed CCTV footage but no smoke was detected, for precaution the Fire Brigade was alerted. The Fire Brigade advised that they would not attend as there was no evidence of a fire. The device was reset and there have been no further issues.

2.6 Health and Safety

2.6.1 One hundred and nineteen close calls were raised in January 2022 generating a ratio of 1.83 close calls raised per employee per month with a close out rate for the recorded actions of 77%.

- 2.6.2 There have been three accidents in January 2022 - A slight bruising of a knuckle caught on a protruding scaffolding bolt, a sustained friction burns on a palm of a hands whilst attempting to remove bolts and a cut to the knee through accidentally walking into an Armco barrier.
- 2.6.3 There have been no new environmental incidents up to January 2022.
- 2.6.4 There have been no new fire evacuations up to January 2022.
- 2.6.5 Over the weekend of 29th and 30th of January, high winds caused the refinement dedusting stack to tilt towards the building. The area was secured until a safe inspection could be undertaken. Breaks to some welds at the base of the silencer section caused the upper section of the stack to become unstable. The unstable section has been removed from height. A plan is currently under development to repair or replace the affected sections, The stack will be replaced once the findings of the examination have been completed The EA has been informed and a note sent to Ward members. Fans feeding the stack will be ramped down to mitigate any additional noise.

Table 6 – Year to date Health and Safety

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	94	0	0	0	0	0	0	2
May	99	0	0	0	0	0	0	0
June	97	2	0	0	0	0	0	1
July	97	1	0	0	0	0	0	1
August	84	0	0	0	0	0	0	0
September	131	2	0	0	0	0	0	2
October	123	4	0	0	0	0	0	0
November	111	4	0	0	0	0	0	1
December	99	2	0	0	0	0	0	1
January	119	3	0	0	0	0	0	0
YTD Total	957	17	0	0	0	0	0	8

3. 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 of contract management.

The BDR Team and their external Legal and Financial advisers continue to work on minor variations to the contract to improve the overall service delivery, processes, performance, and contractual interaction between BDR and the contractor.

The legal locum has been assisting on other Barnsley, Doncaster and Rotherham contracts as shown in section 7.

- 3.1.2 Joint Insurance Cost Report - BDR team has now received a response from the Contractor and Marsh after our rejection of the original JICR. An amended JICR has been received, taking into consideration some of the points we raised in our rejection letter.

BDR Team have again formally rejected the amended JICR and issued a letter outlining where we still disagree with the calculation used in formulating the JICR

All parties are still working under the previous formal letter issued by the BDR team and accepted by the SPV agreeing to suspend the contractual time frame for either agreeing the JICR or entering Dispute Resolution. This has been agreed as both parties are working in good faith to resolve the impasse over JICR.

It should be noted that the BDR position on JICR is not unique and many JICR are not as yet agreed. Further guidance on the application of the contract in relation to JICR is expected although there is as yet no indication of when this will be available.

4 Financial

Table 7 - Operational Management Budget 2021/22

21/22 Budget - Approved by JWB			
	2021-22 Budget	Forecast	Variance
Management	£132,000	£118,015	-£13,985
Administration	£25,000	£20,722	-£4,278
Call off Legal	£65,000	£144,254	-£23,746
External Finance	£35,000		
External Legal	£0		
External Technical	£20,000		
Insurance Advisors	£10,000		
Call off Finance	£0		
Call off Technical	£38,000		
Projects	£0	£0	£0
Total	£325,000	£282,991	-£42,009

- 4.1 After approval from Joint Waste Board in September, the Operation Management Budget was increased from £287,000 to £325,000 (+£38K) to cover the additional spend of £59k for the RMBC commissioned, Local Partnership produced, HWRC

options appraisal project. The report has now been received by the Councils and the cost of this work has been invoiced, and will be split three-ways between B.D.R councils and recharged in the March 2022 claim.

- 4.2 Savings continuing to be made in the Management section of the budget as, the Senior Contract Officers role vacant two days remain unfilled. The situation is currently being evaluated and scoped with RMBC HR Consultants. Should the vacant hours be filled, or re-distributed, these forecasted savings will reduce.
- 4.3 Due to the delay in Government issuing their response from the consultations on the Resource and Waste Strategy, and the subsequent delay in producing secondary legislation from the R&WS and Environment Act, savings have been made in the use of Legal, Financial and Technical advisors in interpreting these legislative changes. It is anticipated work on this area will commence early 2022/23
- 4.4 Individual budget lines will be re-profiled monthly as we reach year-end.

5 Communications

5.1 Press Releases

- 5.1.1 In January, two press releases were issued. One about a deadline extension for applications to the Renewi Corporate Social Responsibility Fund. Another press release regarding recycling electricals and tech stuff, and not throwing them in the bin.

5.2 Community Education Liaison Officer (CELO)

5.2.1 Social media -

Posted every Friday #FoodWasteFriday. The focus of the posts was reducing food waste, New Year's resolutions, best before vs use by dates, vegetables and garlic and ginger. Received 214,851 impressions this year.

Posted every Tuesday #ReuseRevolution. The theme in January was electronics and gadgets. Received 87,870 impressions this year.

Posted every 1st and 2nd Monday of the month #RubbishMythBusting. The myth for January was 'all plastic is the same and can be recycled in my recycling bin'. Received 28,075 impressions this year.

Although the first stage of the Love Your Clothes is completed, clothes waste messaging will continue to be posted and shared from the official Love Your Clothes campaign social media. So far, the campaign has received 189,786 impressions.

- 5.2.2 Hubbub Campaign – Insight gathering sessions with the Council's waste officers, neighbourhood teams, communications teams and portfolio holders have been

completed as well as insight gathering with residents. Pilot interventions have been selected for all areas. The Barnsley intervention began in January. The final version of the Doncaster video was distributed in January and is set to launch in the forthcoming weeks. Hubbub are currently liaising with the developers of the Bartec app, commissioned by Rotherham Council, to integrate the intervention with the app. The quiz questions were approved by the waste management and communications teams at Rotherham. A mock-up of the design of the quiz was distributed for comment.

- 5.2.3 The 21/22 Community Social Responsibility Fund (CSRF) fund launched at the end of December. A press release was distributed about the fund and included the feedback from the successful 20/21 projects. Information about the fund and volunteering time was also added to both the BDR online and Waste Less South Yorkshire website. Initially the deadline was 31st January however due to low application numbers from Doncaster, the deadline was extended until the 18th of February.

6 Resources

- 6.1 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. It should be noted that the increase in consultation activity from central Government departments is putting pressure on resources. Once the outcome of the consultations are known it is likely that more resources will be required to implement changes to contracts and services. It is difficult to predict the level of resources necessary at this point in time.

7 Joint working and BDR support

- 7.1 Listed below are the current projects and areas where the BDR team are helping to support the individual councils or co-ordinate joint work:

BMBC

- Variations to the BTS contract with Barnsley to allow Paper and Card to be managed at BTS as a contingency measure.
- Continued support with garden waste contract
- Facilitating completion of delays work at BTS
- The CELO is assisting BMBC with operational changes.
- Legal support on HWRC contract interpretation
- Facilitating non-contract and contract additional /new waste stream disposals.

DMBC

- Assistance with the development of the Doncaster Environmental Strategy
- Legal support on HWRC contract interpretation - Red Diesel / Reuse bonus inflation

RMBC

- Support with recruitment process for office staff.
- The BDR Manager is a Climate Change Champion for RMBC
- Support for Technical Officer on inputting of WasteDataFlow.
- Support of Contract Manager on review and creation of recycling and waste monitoring spreadsheets.

BDR

- Co-ordination of Commercial Waste meeting to improve B.D & R offering
- Solutions and progression of HWRC contract variation requirements
- Leading on scoping of new HWRC provision and solution post 2023 – New contract
- South Yorkshire Municipal Waste Strategy
 - Changes required due to Resource and Waste Strategy
 - Pre-work on Strategic Review of SYMWS as requested at JWB

8. Glossary of Terms

Term	Definition
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 BDR Ltd	Following SSE's exit from Ferrybridge, Renewi now control 100% of the SPV. The new name of this business entity is Renewi BDR Limited
Solid Recovered Fuel (SRF)	A fuel produced by shredding and dehydrating solid waste (MSW) with a waste converter technology.
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.

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

<h1>BRIEFING</h1>	TO:	Barnsley, Doncaster and Rotherham Joint Waste Board
	DATE:	17 th February 2021
	LEAD OFFICER:	Paul Hutchinson
	TITLE:	BDR PFI Project Risk Register
1. Background		
1.1	<p>Barnsley MBC, Doncaster Borough Council and Rotherham Borough Council (the Councils) entered into a principal agreement called the Project Agreement (the PA) in March 2012 with 3SE (Barnsley, Doncaster and Rotherham) Limited (the Contractor). The agreement is to manage Barnsley Transfer Station and design, build and operate a facility to manage the residual waste for the Councils from July 2015 to end of June 2040. The PA also requires the Contractor to achieve agreed levels of recycling and landfill diversion.</p>	
1.2	<p>The Contractor is a special purpose vehicle company set up purely for this PFI project, meaning it has no significant balance sheet strength or assets. It sub-contracts its service obligations, and most of its PA obligations, to Renewi UK Services Limited (formerly Shanks Waste Management Limited), a waste management service company as its operator (the Operator). The Operator produces solid recovered fuel (SRF) from contract waste which is shipped to Ferrybridge for thermal treatment. The Councils pay a unitary charge each month to the Contractor who then pays the Operator through an operating contract. The total Councils' payments between 2015 and 2040 are approximately £721M (as forecast at PA signature) so this scheme is, for each Council, one of the highest value contractual commitments.</p>	
1.3	<p>Initially the Contractor was ultimately owned by a pair of shareholders in the proportion 75:25 through a Renewi investment vehicle and an SSE investment vehicle. In October 2020 SSE announced the sale of their "Multifuel Energy" business (Ferrybridge FM1 and FM2 energy from waste facilities plus other assets) and the Contractor ownership changed. Following SSE's exit from Ferrybridge, Renewi now owns the Contractor through an investment vehicle. The Contractor is expected to be renamed as Renewi BDR Limited. Although the ownership of the Contractor has changed there is no change in the offtake supply contract terms between Renewi and the offtaker at Ferrybridge so the SRF will continue to be supplied to that offtaker throughout the term of the PFI contract which ends in 2040.</p>	
1.4	<p>The BDR Joint Waste Board last considered the risk register at its meeting on 9th September 2021.</p> <p>The risk categories are split between red, amber and 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.</p>	

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)						

2. Key Issues

2.1 Changes

There has been one new risk added to the Register - **Changes in Technology due to innovation or Government Law/Regulations (Carbon Capture) at Energy from Waste Plant.** This has been added as there may be potential financial implications should the EfW end destination be forced to alter their technology, to capture Carbon. Carbon reduction is a major priority both nationally and internationally.

Three Risks have been reduced **Environmental Impact to Local Area from Noise/Odour/Flies/Vermin etc (Compliance)** – Due to good site management the number of complaints and the number of flies within the plant have dramatically reduced. Positive inspection reports from the Environment Agency, and their Identification of sites elsewhere in the Dearne Valley that are more likely the source of flies has allowed the risk to be reduced.

We are also seeing encouraging signs and better management of the process and placement of insurance which has helped in reducing the risk for - **Obtaining required terms for Insurance is difficult due to market conditions - Insurance costs increase and Insurance for the BDR Waste Treatment Plant is not available**

All other risks remain at the same level as previously reported. This is due to the stable contractual relationship and plant performance of the PFI project's key facility at Manvers.

Summary of previous risks

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	15/3/2021	14/6/2021	9/9/2021	13/12/21	
Red	2	2	2	3	3	3	3	3	3	1	1	2	2	3	
Amber	9	5	5	5	4	4	4	5	5	7	7	7	8	6	
Green	4	8	8	8	9	9	10	9	9	9	9	9	9	11	
Total	15	15	15	16	16	16	17	17	17	17	17	18	19	20	




2.2

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	15/3/2021	14/6/2021	9/9/2021	13/12/21	
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2.3	Red	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Amber	7	5	4	5	5	5	4	4	4	3	3	4	4	3
	Green	8	10	11	11	11	11	13	13	13	14	14	14	15	17
	Total	15	15	15	16	16	16	17	17	17	17	17	18	19	20
	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.														
3. Key Actions and Timelines															
3.1	Monitoring														
	The PFI project risk register is reviewed by the BDR Steering Committee at their regular meeting every six (6) weeks and reported corporately via the individual Councils' risk registers. Additionally, the BDR Manager reports to the Joint Waste Team and draws attention to issues to allow internal challenge.														
	The BDR Manager and the Councils' core contract management team will review and update the risk register on a six (6) week cycle to ensure risks are able to be effectively monitored and managed.														
4. Recommendations															
4.1	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.														

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				
8 (CSS13)	Changes to Collection services and 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.	4	5	20	Dialogue with WIDP/DEFRA and between BDR Councils. Test potential impacts to the contract/Councils against the IAA3. Lobby Government on recycling definitions.	3	4	12	BDR MANAGER	01/04/22	↔
9 (CSS13)	Changes in Government Law/Regulations including W&RS (Legislative Change)	Potential financial implications due to change in law triggering negotiated changes to BDR PFI contract and financial model to cover the required service / disposal change . Councils could take more risk than anticipated	Procedure incorporated in the Contract Conditions. Impact and actions to be jointly agreed with the Contractor to mitigate costs as far as possible. In-depth negotiation will be undertaken with (already procured) Legal and Financial expertise working for the Councils. Application of the Change in Law Clauses within the contract	4	5	20	Consider the need for the Change in Law retention fund. Ensure contribution to consultations. In-house Legal & Financial expertise has worked on the PFI Contract from inception - Large in-depth knowledge of PFI contract.	3	4	12	BDR MANAGER	01/04/22	↔
New 23 (CSS13)	Changes in Technology due to innovation or Government Law/Regulations (Carbon Capture) <i>at Energy from Waste Plant</i>	Potential financial implications if due to change in law. Initial negotiation with Renewi and Ennifinium. Renewi may wish to cascade effects. Would trigger clauses covering this scenario (changed to EFW downstream contract)	Procedure incorporated in the Contract Conditions. Impact and actions to be jointly agreed with the Contractor to negate or mitigate costs as far as possible. In-depth negotiation will be undertaken with (already procured) Legal and Financial expertise working for the Councils. Application of the downstream Changes to EFW contract Clauses within the contract. Ennifinium requested to supply situational update via monthly OpCo meeting.	3	5	15	In-house Legal & Financial expertise has worked on the PFI Contract from inception - Large in-depth knowledge of PFI contract and clauses. Experienced negotiators in . Response from Ennifinium - "Do not currently use any Carbon Capture technology at any Ennifinium facility; however have started discussions with several potential technology partners as it is likely to become mandatory to capture a percentage of stack gas carbon for the Few sector in the next 10 to 15 years."	1	5	5	BDR MANAGER	01/04/22	↔
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	01/04/22	↔
20 (CSS13)	Lack of resources having exited the European Union	Potential reduced resource implications to deliver waste services. Maintaining supply chain due to lack of EU workforce and resources. Contractor unable to fill key posts or maintain haulage capacity due to UK exiting the EU	Ensuring long term resources and man-power planning monitored and maintained. Ensuring workforce and resources are primarily UK based.	3	4	12	Work with trade bodies to ensure staff skill maintained and engaging with stakeholders to encourage new entries into Waste Management arena	2	2	4	BDR MANAGER	01/04/22	↔
21 (CSS13)	Changes in Local Authority policy.	Potential financial implications due to change in service negotiated for changes to BDR PFI contract and financial model to cover the required service delivery .	Procedure incorporated in the Contract Conditions. Impact and actions to be jointly agreed with the Contractor to mitigate costs as far as possible. In-depth negotiation will be undertaken with (already procured) Legal and Financial expertise working for the Councils. Risk may be transferable to Council if changes requested by them and not national change in law	3	4	12	In-house Legal & Financial expertise has worked on the PFI Contract from inception - Large in-depth knowledge of PFI contract, will ensure that if possible any changes are covered under contract change protocols, or minimise risk and costs re-charged to the Authority.	2	1	2	BDR MANAGER	01/04/22	↔
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	BDR MANAGER	01/04/22	↔
10 (CSS13)	Environmental Impact to Local Area from Noise/Odour/Fumes/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. 20/21 has seen a dramatic reduction in complaints couples	3	3	9	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	2	3	6	BDR MANAGER	01/04/22	↓

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	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. 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.	3	2	6	BDR MANAGER	01/04/22	↔
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	01/04/22	↔
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	4	8	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. Encourage market development of local Waste Treatment / recycling infrastructure through Waste Management Plan and DPD	2	2	4	BDR MANAGER	01/04/22	↔
19 (CSS13)	UK having exited the European Union	Potential financial implications to cover the cost of supply chain if involves markets in the EU.	Contractor to limit exposure to unnecessary costs and delays in supply chain from the EU. Ensuring long term planning of stocks and supplies. Ensuring waste off-take is primarily UK based.	2	4	8	For main off-take of EFW is contracted long-term to UK based Ferrybridge MF EFW facility. Encourage development of local development of supply chains for key equipment through DPD.	2	2	4	BDR MANAGER	01/04/22	↔
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 Insurere is progressing upgrade of the Fire Protection systems. Insurance broker is working with Insurance market to build confidence. Regular meetings with insurance broker, two month leading up to renewal to understand where contractor is with placement of insurance & any issues, movement away by insurers and cover obtained. Seeing annual improvements in process and cover being attracted	3	2	6	Robust case against Uninsurable argument. Ensure Contractor completes the fire improvement works. For 2022, improvements seen in ability to place insurance, and breadth of insurers willing to insure BDR	3	2	6	BDR MANAGER	01/04/22	↓
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. Regular meetings with insurance broker, two month leading up to renewal to understand where contractor is with placement of insurance & any issues, movement away by insurers and cover obtained. Seeing annual improvements in process and cover being attracted	3	2	6	Consider reviewing the insurance requirements. Enforcement of Contractual positions. Council become insurer of last resort. For 2022, improvements seen in ability to place insurance, and breadth of insurers willing to insure BDR	3	2	6	BDR MANAGER	01/04/22	↓
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 relation to Health and Safety Consistent application of the Payment Mechanism	3	2	6	Regular visits by health and safety officers. Quarterly health and safety meetings.	3	2	6	BDR MANAGER	01/04/22	↔
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 to 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	01/04/22	↔
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	1	3	BDR MANAGER	01/04/22	↔

22 (CSS13)	Lack of resources due to contractor staff restructures, staff resignations, or leaving company. Failure to have a knowledge of current level of management of facility and contract.	Failure to deliver the contract effectively, and deliver the terms of the contract to ensure not in breach of the contract requirement. Reduction in the good working relationship between contractor and client	Client contract manual to document the processes and procedures. To be maintained and updated when changes occur. Staff training and development. Knowledge of contractual processes and procedures to be held on contractors' management system	3	2	6	To ensure regular operational meetings where staffing and contingency is discussed. Obtain prior knowledge of staff changed due. Work with new staff members to maintain client Contractor relationship and adherence to contract delivery	3	1	3	BDR MANAGER	01/04/22	
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	2	2	4	Continue to ensure open door policy maintained and easy access to information (contract requirement) continues. Regular site visits. Maintain good contractor client relationship. Duty of care audits with 3rd party off-takers	2	2	4	BDR MANAGER	01/04/22	
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.	2	2	4	Staff retention could be improved if a clear career path existed. CIPFA Asset Management system to hold all relevant documentation. PFI Manager post now fully staffed. Review of PFI structure and building skill of existing staff through training and upskilling. Additional succession planning to be undertaken.	2	1	2	BDR MANAGER	01/04/22	

Risk (What is the problem / hazard? What is it that will prevent you from meeting your objective?)	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)			Further management actions/controls required. (What would you like to do in addition to your controls?)	Target Score with further management actions/controls required (See Scoring Table)			Cost (of impact; of current controls; of further controls) £	Risk Owner (Officer responsible for managing risk and controls)	Risk Review Date
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.(Compliance)#1 Remove this risk as now covered with other risk listed.	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	Approximate costs for training in Project Management and COTC £4,000	BDR Manager	1st October 2021
Ensure the balance of risk between Contractor and BDR is maintained. #5 Remove this risk as now covered with other risk listed.	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	Approximate costs for financial advice £30,000 Legal advice would also be needed approximately £30,000 money already allocated in Operational Management Budget for this.	BDR Manager	1st October 2021

PFI Waste Treatment Facility – Community Liaison Group meeting on Wednesday, 8th September 2021 via Zoom.

Attendance:

Non-members:

Apologies were received.

Written updates from Renewi, BDR, the CELO and Stratiji had been circulated beforehand. Brief summaries and further updates were given at the meeting and CLG members had the opportunity to ask questions.

1. Welcome and introductions. The chair said she was in the role temporarily until CLG membership was boosted and a new chair could be elected from the membership. A recruitment campaign was about to be launched and members were asked to spread the word amongst anyone who might be interested in joining.

2. Notes from the last ‘virtual’ meeting on 2nd June. These were agreed as a true record.

3. Issues arising. A CLG member noted the reference to flies and a visit to the facility by local MP and expressed surprise that it had not been mentioned in newsletters the MP had sent out to residents. Another CLG member said her issue with bins being replaced rather than repaired had been resolved, but with the delivery of two new bins. The CELO said she had raised the environmental impact of sending out new bins rather than repairing them with Doncaster Council and they were looking into it.

Action: CLG member to forward John Healey newsletters

Action: Stratiji to forward to CLG members joint press release re flies issued by local MP following his visit to the facility.

4. Renewi BDR Ltd update. The Renewi BDR Contract Director said discussions had taken place with the new owners of Ferrybridge about the impact of their proposed shutdown dates for EF1. Renewi had agreed to increase tonnages during the January shutdown and the situation would be manageable. Following a fire at the Barnsley Transfer Station last year, most repairs had now been carried out. The only work still outstanding was the installation of a new improved fire detection and prevention system. This was due to be completed by the end of September. A new shredder was installed and had not led to an increase in sparking incidents as previously seen when the line 2 shredder was replaced. He updated the meeting on MP John Healey’s visit to the facility on 9th July after which John sent an email saying he was reassured by the changes to fly treatment processes. He had suggested a joint press release which resulted in some media publicity. The EA discounted complaints from beyond a certain distance from the facility and this year there had been no fly complaints which could be attributed to the facility. This follows new fly prevention and treatment measures introduced last year following recommendations by an independent specialist commissioned by the EA, which

were proving so successful they were being adopted by other similar Renewi plants. The EA were now investigating other potential sources of flies in the Dearne Valley area. A CLG member said complaints about flies and odours were still being posted on Facebook, mainly from the Mexborough area, but these had declined in the past six weeks. A CLG member and Cllr Lamb praised the investment and work carried out by Renewi to solve the fly problem.

5. BDR update. The BDR Manager reported that the amount of waste generated had increased across the piece due to more people working from home and self-isolating. This had created collection challenges over all contracts, with social distancing regulations affecting the number of crew members allowed in a cab and restrictions at HWRCs. Brexit was now causing a shortage of HGV drivers which was affecting service delivery. Garden waste services in particular were affected but where possible teams were working longer hours and at weekends to clear the backlog. The recent Government consultation on the future of waste, resources, environment and waste prevention would result in some changes, probably in 2023/24. The Environment Bill was going through its third reading and Royal Assent was expected in October/November. In answer to questions from CLG members, the increase in waste generated because of more home working was less than the levels projected. There had been no significant increase in green waste disposed of in residual waste bins as a result of the service disruption. HWRCs had received more green waste. A CLG member asked if there was a maximum limit on the amount of waste placed in a bin. There was no specified weight limit, but it would be deemed too heavy to be lifted onto lorries if it was too heavy to tip.

6. CELO update. The CELO reported on the success of recent campaigns including home composting and Love Food Hate Waste, with thousands of social media impressions and hundreds of competition entries. There was still time to fill in a short survey about food waste with an opportunity to win a prize. Ten short videos on using leftovers commissioned from professional chef and LFHW expert Clover Hutson would be shown throughout the year, starting this month. In October the focus would be on clothing and the campaign will include a children's competition to create a Halloween costume out of things they already own. Face-to-face workshops would begin soon, and five site tours were already booked in. The CELO's current secondment to Barnsley Council would end in March and the assistant CELO would remain in post until then.

7. Stratiji update. Stratiji outlined a list of pro-active reduce, re-use and recycle press releases issued to local and regional print and broadcast media under the Re-use Revolution banner. The releases are supported by social media posts and are also posted on the BDR and local authority websites. Releases in the pipeline include national Recycle Week starting on 20th September, and a recruitment campaign to boost CLG membership. Members indicated they would welcome seeing the press releases when they went out.

Action: Stratiji to send future press releases, and the joint release with local MP to CLG members.

8. Any other business. A CLG member expressed disappointment that there was no designated elected member representation from the three councils at CLG meetings and he felt this demonstrated a lack of commitment to the group and its aims. Cllr Lamb was present as waste portfolio holder for Barnsley, and this was acknowledged.

Action: The BDR manager will raise this at the next Joint Waste Board.

9. Date and time of next meeting. Wednesday, 8th December at 6pm. It is hoped to hold it in the Visitor Centre at Manvers.

Action: Renewi BDR Contract Director to confirm whether the December meeting could be face to face at the Visitor Centre following a Covid health and safety review by Renewi.

PFI Waste Treatment Facility – Community Liaison Group meeting on Wednesday, 8th December 2021 via Zoom.

Attendance:

Non-Members:

Apologies were received.

Written updates from Renewi, BDR, the CELO and Stratiji had been circulated beforehand. Brief summaries and further updates were given verbally at the meeting and CLG members had the opportunity to ask questions.

1. Welcome and introductions. The chair welcomed everyone to the meeting. Attendance was thin and he said he appreciated it might be a difficult time of year for people. He suggested keeping this meeting short and bringing forward the next meeting from March to January or February.

2. Notes from the last ‘virtual’ meeting on 8th September. These were agreed as a true record.

3. Issues arising. The only outstanding issue was lack of elected member representation on the CLG (with the exception of Barnsley) which a CLG member had raised.

Action: The chair to progress this further before the next meeting.

4. Renewi BDR Ltd update. The Renewi BDR Contract Director summarised and updated his written report. Following a spike of Covid cases towards the end of September, there was now only one member of staff currently off work. Completed repair work at Barnsley waste transfer station had been inspected by the Environment Agency. It was given a clean bill of health and they were impressed by the technology installed. Fly control measures had been completed and were working. There was a slight increase in the number of internal flies, but the number of external complaints since the last meeting was very low. One complaint received was from a local business. The new owners of Ferrybridge Energy From Waste had changed the management structure, appointing a different management team for each facility. A shutdown was planned in January which would have an impact on Manvers as input tonnages at Ferrybridge will be reduced for a three-week period. In response to questions from a CLG member, he said contingency plans were in place to deal with the shutdown, and the management re-structure was not expected to adversely affect Manvers.

5. BDR update. The BDR joint manager summarised and updated his written report. The effects of Covid on waste staff were being managed with regular testing and a campaign to encourage vaccine take-up. This had enabled the three authorities to maintain their waste services, but with growing infection rates generally this would need to be reviewed regularly. The pandemic meant that high levels of waste had been collected and disposed of, and he praised the Renewi team for their hard work ensuring that the plant kept running. Barnsley Council had started collecting pots and trays in their recycling from this week, a welcome move for Barnsley residents. Cllr

Lamb explained that this extension to the service had been requested by residents and was being publicised through a communication campaign including stickers on brown bins. HWRCs were operating normally on Winter opening hours. The Government was expected to publish its responses to the Resource and Waste strategy consultation next year. It is expected to include a requirement for separate waste food collections, but there may be a transition agreement for councils who have an MBT plant like the one at the Manvers facility where the process means waste food does not go to landfill. This should be known in the New Year.

6. CELO update. The assistant CELO summarised and updated the report and gave some response figures for social media linked to the Re-use Revolution campaign. Including Recycle Week and Love Your Clothes. The first half of the Love Your Clothes Facebook and Twitter posts had received more than 190,000 impressions and this was expected to increase in 2022 when the second part of the campaign was launched. Bookings had started to be taken for education workshops, although these were still being delivered remotely for the time being. The Rubbish Adventure workshop had been modified to make it easier to clean between sessions and resources for schools were available on the BDR website.

7. Communications update. Stratiji summarised and updated the written report, outlining press releases issued to local and regional print and broadcast media to support the pro-active Re-use Revolution campaign. These included Recycle Week, Love Your Clothes Hate Waste and re-using beauty products. A press release had also been issued aimed at recruiting more members to join the CLG. A factsheet had been prepared for BBC Radio Sheffield in advance of their visit to the site as part of their broadcast coverage in the run-up to COP26. A Christmas press release just issued gave helpful tips on how to have a less wasteful Christmas and pointed people to their local authority to check on any bin and recycling changes over Christmas. Work was now beginning on publicity for the launch of the 2021 Corporate Social Responsibility Fund.

8. Any other business. The chair mentioned that new fly prevention methods in operation at the facility were working well, with numbers massively down and he praised the hard work done to achieve this. He hoped that new members would be attending the next meeting. A CLG member suggested a small tax on takeaways and a deposit scheme for cans and bottles in order to cut down waste and litter. He also felt the increased 10p charge for carrier bags should be put into a pot to help climate change. The chair responded that some kind of deposit and return scheme could be incorporated in the new Waste and Resource Strategy. He suggested these issues should be a standing item on future BDR reports.

9. Date, time and venue for next meeting. It was agreed this should be brought forward to January or early February.

Action: Stratiji to sort out a provisional date and circulate.