



## **BDR WASTE PFI**

### **BDR MANAGER ANNUAL REPORT 2019-2020**

## **1.0 Governance**

### **1.1 Resources**

- 1.1.1 The BDR Team have been home working since the week prior to Covid-19 lockdown being introduced and will continue to do so until advised otherwise. The team's work has been managed and completed through conference calls and meetings held via SKYPE and 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 amendments to Waste Managers to help organise a joint response.
- 1.1.2 The BDR Community Education Liaison Officer (CELO) has now returned to her substantive post at Renewi (after providing support to RMBC to assist with the engagement of residents on the new waste service). Since being back in the roll the CELO is now being supported by an Assistant CELO.
- 1.1.3 Steering Committee have agreed the CELO plan and budget for 2020/21 which was developed in consultation with the communications group. The roll-out of the new waste minimisation, social media and targeted campaigns had begun. But due to the impact of COVID-19 the CELO plan has be adapted to cope with the current limitations and will reviewed to once a new normal has been established?

### **1.2 BDR Liaison Committee Meeting**

- 1.2.1 Tom Smith, RMBC, became the Chair of the BDR Liaison Committee, and meetings were held in October 2019 and May 2020. Appendix 1 to this report contains the TOR for the Liaison Committee and appendix 2 contains the approved set of minutes from 19.10.19.

### **1.3 Steering Committee**

- 1.3.1 The Chair of the BDR Steering Committee rotated from Barnsley Council to Rotherham Council in July 2019 and the BDR Team would like to thank Paul Castle for his hard work and support during his term as Chair.
- 1.3.2 Tom Smith, RMBC, became the Chair of the Steering Committee.



## **1.4 South Yorkshire Leaders' Meeting**

1.4.1 Beth Baxter, BDR Manager and Paul Hutchinson, BDR Contract Officer attended the South Yorkshire Leaders' Meeting on 27.1.20 to update on the South Yorkshire Waste Strategy.

1.4.2 No actions were required to be followed up on from the meeting

## **1.5 Operating Contractor (OpCo)**

1.5.1 Monthly meetings are held between the BDR team, Renewi the Operating Sub-contractor and invited representatives from SSE (Ferrybridge Multi-fuel energy from waste facility).

1.5.2 At these meeting the BDR team receive updated reports on plant performance and maintenance, duty of care, health and safety, any projects, contractual performance and site inspection outcomes. The BDR team raise any performance issues and agree deductions that should be applied and the Contractor is measured against contractual requirements.

## **2.0 Contract Delivery**

### **2.1 Bolton Road**

2.1.1 The two primary monitoring metrics for the contract are recycling performance and diversion from landfill.

2.1.2 The contractual target was originally set at 19% recycling performance (default trigger below 12.5%) and more than 95% diversion of waste from landfill.

2.1.3 After the significant service change made by Rotherham MBC in January 2019 (introduction of the collection of plastic bottles, pots, tubs and trays in the kerbside recycling), the recycling target was reduced to 18% and the default trigger to 10.5%. To implement this agreement approvals were authorised by each authority, Defra, the SPV Board and the operating contractor's Board. The agreement was formalised through the contractual mechanisms.

2.1.4 In 2019/20 the facility achieved a recycling rate of 12.08%, an increase of 0.67% on the 2018/19 rate. This recycling rate includes all material presented to the market for recycling from the BDR Waste Treatment Facility.

2.1.5 In the same year, the facility achieved 96.99% diversion from landfill, a reduction of 0.1% on the previous year. This rate includes all the waste from the contract presented for recycling, processed through the AD facility or sent for energy recovery.

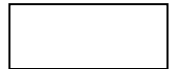


- 2.1.6 From March 2020 the Covid-19 stay at home requirements resulted in an increase in tonnages of household residual waste being received. This has been offset by a reduction in commercial and HWRC residual waste due to closures both of businesses and the HWRC network across the region. The contractor accepted less third-party waste from their sources in the early days of the lockdown to ensure continuity of service for the Councils.
- 2.1.7 Throughout the current Covid-19 crisis the site has remained operational and has accepted all waste from the three authorities at the required point of delivery. Renewi Op-Co have worked closely with the BDR Team and three authorities to ensure the site caused no detrimental effect to the provision of residual collection services.
- 2.1.8 There has been an increased level of fines capture in the latter part of 19/20 (and in to 20/21). This may be due to an increase in organic material in the waste from increases in both food and garden waste in the residual bin. This has had minimal effect on the overall 19/20 mass balance and forecasts (one month out of 12) but depending on how long the garden waste collection restrictions remain in place in Barnsley and Doncaster the current 20/21 forecasts may need to be adjusted. The BDR teams are working closely with Renewi to model and review various scenarios to determine the likely projections for waste inputs in 20/21.

**Table 1 - 2019/20 Tonnage out-turn**

	Barnsley	Doncaster	Rotherham	Total
Q4 Forecast review	64,800	81,600	59,600	206,000
	31.46%	39.61%	28.93%	
Year-end outturn	64,981	81,365	58,496	204,842
	31.72%	39.72%	28.56%	
Tonnage Variance	181	-235	-1,104	-1,158

Table 1 shows the proportion of waste delivered from April 2019 to March 2020. and the variance between the actuals and the forecast. The BDR team and the officers from across the region pro-actively reviewed the anticipated tonnage forecast quarterly throughout the year. The monthly UC payments were adjusted accordingly to ensure each council could budget as accurately as possibly throughout the year.



**Figure 1 - Tonnage Tracker**

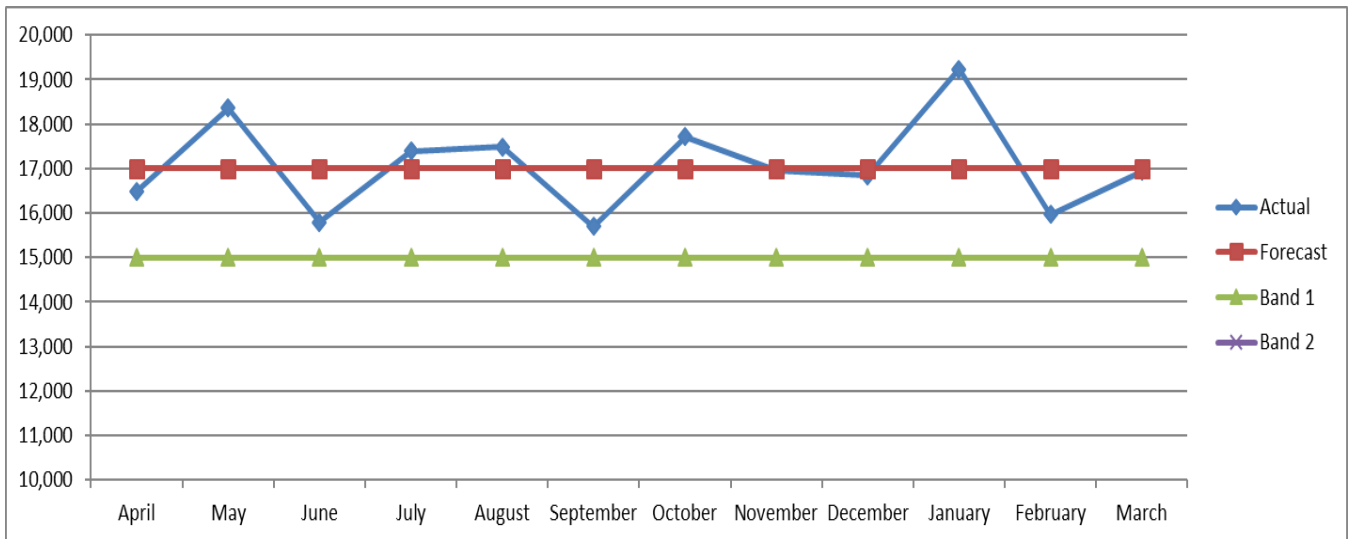
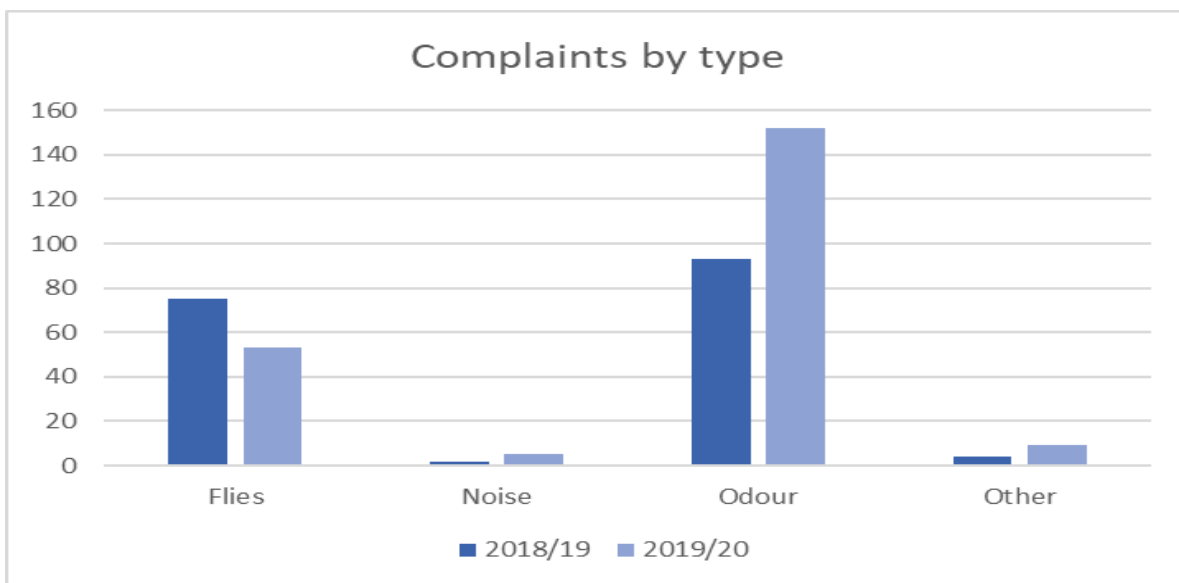


Figure 1 above shows the actual tonnage profile from April 2019 to March 2020 across the partnership.

## 2.2 Complaints

2.2.1 A total of 219 complaints were received during 2019-20. The graph below shows the number of complaints received by type compared with the previous year. The majority of complaints received in 2019/20 were relating to flies and odour. None were received regarding Barnsley Transfer Station.

Table 2.2.1 - Complaint Statistics







New Permits, Variations, Revocations & Suspensions issued. (All Operations)																				
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## 2.3 Report Environmental

2.3.1 Failure of the AD plant's gas analysing system caused failsafe protocols to be triggered and a controlled biogas release into the atmosphere rather than entering the fermenters or flare stack. This was self-reported to the EA in a schedule 5 report, with details of the incident and the remedial action to be taken to rectify the fault there was no further action taken by the EA.

## 2.4 Fire Protection Improvements

2.4.1 The fire improvement work is now complete and Renewi fully migrated over to the new system during the second week in February 2020. All training of Renewi staff has been completed. There are some minor snagging works outstanding that have been put on hold due to the Covid-19 situation. These do not impact on the overall effectiveness of the system.

## 2.5 Bio-filter Replacement

2.5.1 Bio-filter one has been replaced and is working well. Work to refresh bio-filter two will commence when the lockdown has been lifted. As bio-filter two is performing to a reasonable standard, a full replacement will not be required.

## 2.6 Acid Scrubber

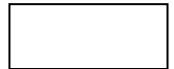
2.6.1 Ammonia levels emitted from the facility through the AD stack are higher than those modelled and submitted as part of the permit application within the Air Quality Assessment. Consequently, the sub-contractor JCBE were asked to modify the current water trickling scrubber and convert it into an acid scrubber. The works on the installation of the acid scrubber are now substantially complete but have been halted due to Covid-19 restrictions. The sub-contractor undertaking the work are based in Ireland and lockdown and travel restrictions have prevented them from attending site.

## 2.7 Ferrybridge

2.7.1 During 2019/20 Ferrybridge generated 592,914 MWhrs of electricity and accepted 660,954 tonnes of BDR's SRF.

## 2.8 Grange Lane – Barnsley Transfer Station

### 2.8.1 Upgrade Works



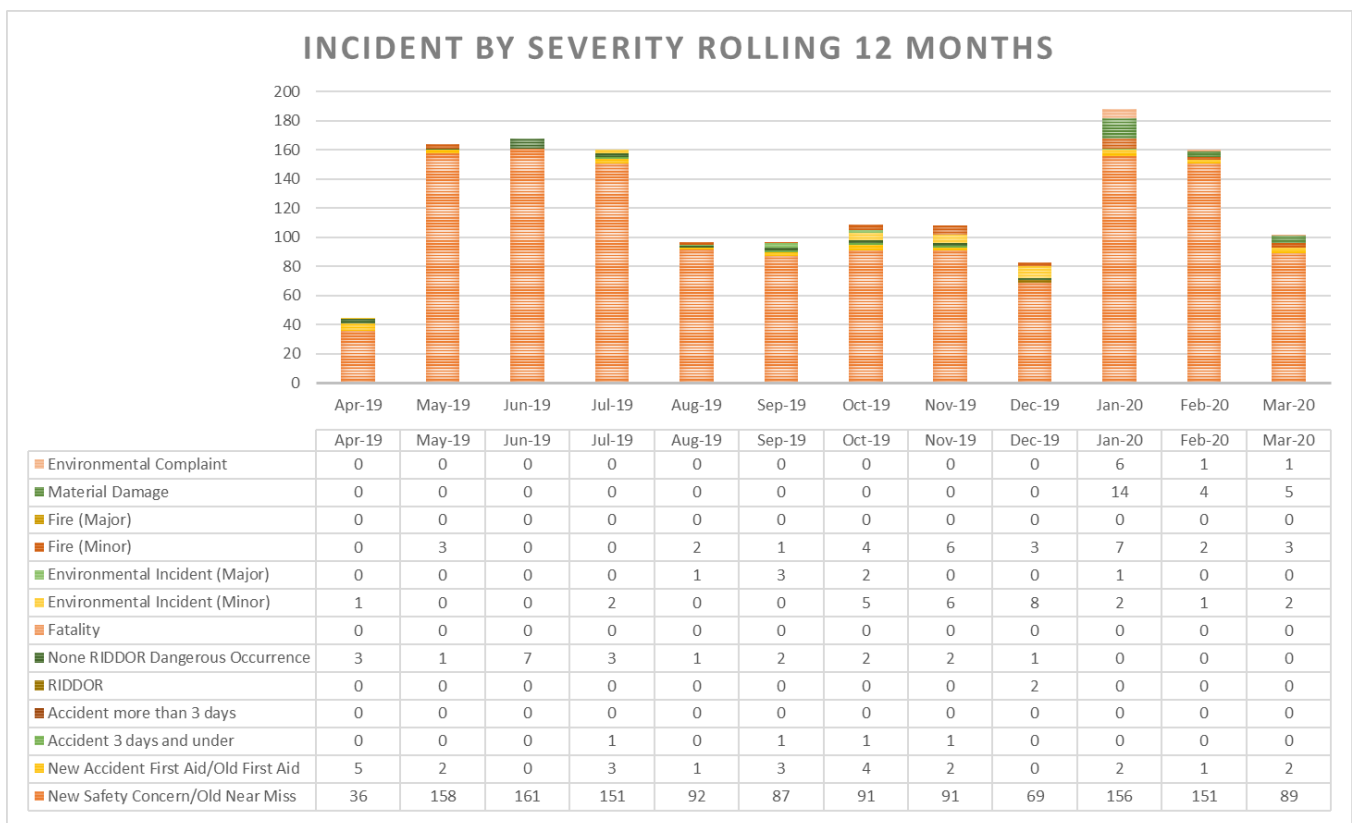
2.8.2 Work on the internal floor replacement and laying of a new concrete slab commenced on the 6th January 2020 and was completed ahead of schedule without any issues.

2.8.3 Work to rectify the failure of the dilapidation work (undertaken by a contractor appointed by Barnsley asset management) including re-painting of the internal structural steel and external concrete apron remains outstanding and is under discussion (internal BMBC matter).

2.8.4 Renewi have had funders’ approval to release the money for the upgrade works to BTS including new office, welfare facilities and weighbridge office replacement. Orders have been placed and the work on the improvement programme will commence when the present coronavirus restrictions allows.

## 2.9 Health and Safety

**Figure 2.9.1 Health and Safety Statistics 2019-20**



2.9.1 All close call reports are reviewed by the Renewi Safety, Health, Environmental and Quality (SHEQ) department who use this information to understand any common issues at operational sites, update site rules, standard operating procedures and identify areas where further training may be required. Renewi pro-actively encourage their staff to report “near misses”



when they see them to help improve safety and install a “safety” mentality within their staff.

2.9.2 Comprehensive action is taken by Renewi operational staff where incidents occur. Incidents and actions are reviewed by Operational Managers from each authority and internal Health and Safety Officers at the quarterly health and safety meetings.

### 3 Legal

#### 3.1 Insurance

3.1.1 The Contractor has obtained full cover of insurance for 2020, the lead insurer is still Aviva. The insurance market for waste is still difficult and according to Marsh there has been a 10% increase in premiums across the insurance market in general.

#### 4.0 Financial

4.1 The Operational Management Budget 2019-20 included costs for technical support to ensure due diligence and support in covering fire improvement work, insurance negotiation, legal and financial support and on-going work on operational savings.

**Table 4.1.1 – Operational Management Budget Outturn 2019-20**

	Budget 2019-20	Actual Spend	Variance
Administration	37,844	24,039	-13,805
Call off Finance	1,120	0	-1,120
Call off Legal	66,897	46,056	-20,841
Call off Technical	0	0	0
External Finance	30,000	30,197	197
External Legal	10,000	632	-9,368
External Technical	25,000	0	-25,000
Management	135,018	136,149	1,131
HWRC Project	0	0	0
Insurance Advisors	0	6,900	6,900
<b>Total</b>	<b>305,879</b>	<b>243,973</b>	<b>-61,906</b>

4.1.2 The operational management budget Expenditure was £61,906 underspent for the financial year 2019-20





## 4.2 Operational Management Budget Forecast

**Table 4.2.1 – Operational Management Budget forecast 2020-21**

	Budget 2020-21
Administration	24,806
Call off Finance	0
Call off Legal	62,691
Call off Technical	0
External Finance	30,000
External Legal	12,250
External Technical	15,000
Management	131,888
HWRC Project	0
Insurance Advisors	10,000
<b>Total</b>	<b>286,635</b>

4.2.1 The BDR Manager would like to propose setting the operational management budget at a slightly reduced level (£286k) than the initial 2019-20 budget (£305k). Although significant savings (£61k) were made in the 18/19 budget it is anticipated that ongoing work to implement operational changes, potential variations to contracts due to Covid-19 and the emerging Resource and Waste Strategy potentially require increased external Legal, Finance and Technical support..

4.2.2 The Unitary Charge for the 2019/20 financial year totalled £23,312,070.66.

4.2.3 The BDR Partnership received Waste Infrastructure Credits from DEFRA to the value of £5,962,016.00.

## 5.0 Communication & Community

### 5.1 Community, Education and Liaison Officer (CELO)

5.1.1 Recycle week took place 23<sup>rd</sup> - 29<sup>th</sup> of September 2019.

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

Four organisations were chosen by the CELO team, BDR manager and CLG chairperson as recipients of the fund and these were as follows:

- BDR: Restoration Beyond Belief £3,000 for a school uniform exchange project
- Barnsley: Goldthorpe Salvation Army £1,000 for the Victory Project, tackling food poverty



- Doncaster: Little Einstein's day nursery £1,000 for a sensory garden and forest school space
- Rotherham: St Ann's junior and infant school for an outdoor reading garden

5.1.3 BDR and Renewi launched a home composting campaign, with competitions for children who have been challenged to produce something creative to promote or explain composting. There will be nine prizes available, one each for infants, junior and secondary age young people in each area. A social media competition for adults will give them a chance to win a coveted hot compost bin worth £200 which heats the contents and speeds up the composting process.

5.1.4 A composting campaign ran from 29/4/19 - 31/5/19 (the school competition ended at the beginning of June to account for half term holiday at end of May) There were 11 posts in total. On Facebook they reached 10,542 people and received 409 comments, the majority of which came from the compost bin give-away post. On Twitter, there were the same number of posts, 6,856 impressions were created (number of times it has been seen) and 121 engagements (likes, comments and retweets). There were 258 entries from schools, two each from local authority area. There was a press release at the start of the campaign and a further release announcing the winners along with photographs of some of the winners.

## 5.2 Community Liaison Group (CLG)

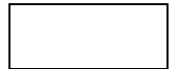
5.2.1 Following discussions with the chair of the Community Liaison Group about the impact of Coronavirus on our regular two monthly face-to-face meetings at the Visitor Centre at Manvers, it was agreed to hold the meetings remotely with written rather than verbal reports. The first meeting in March worked well, so the arrangement was repeated for the recent June meeting. The chairman sent the following message to members before the March meeting:

"We are living in very challenging times and will be unable to meet for the foreseeable future. But we can have 'virtual' meetings where we can receive written updates and raise other issues. It is important that we keep the group going and the exchange of information which is vital for the role the CLG plays. A 'virtual' agenda is attached, together with the notes/actions from our previous meeting in February. Below are written updates from Renewi, BDR, the Community Education Liaison Officer and Stratiji. Please take care, stay safe, and let Stratiji know about any issues arising from these written updates."

5.2.2 Updates from CLG meetings in March and June 2020 are attached at appendix 3 and 4.

## 6.0 Resources

6.1 There is additional support as required from a legal locum, and 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 helping to support the individual councils or co-ordinate joint work:

### BMBC

- Support in investigation of current and potential new DMR / Paper and Card disposal contracts
- Delays work and new slab at B.T.S
- Variations to the BTS contract with Barnsley to allow Paper and Card to be managed as a contingency measure.
- Facilitation through Renewi for alternative disposal site when BTS was closed at the start of the year

### DMBC

- Support on Waste Data Flow data collation and input
- Assistance with the development of the Doncaster Environmental Strategy
- Assistance with paper on feasibility of Chargeable Green waste option
- Assistance on Commercial waste options at HWRCs
- Assistance with surrender of EA permit for old waste site/depot

### RMBC

- Support on Tendering new Clinical Waste Disposal contract
- Completion of the legal documents for the Organic and Recycling Contracts
- Assistance on Commercial waste options at HWRCs
- Support to newly appointed waste managerial team
- Assistance with finalisation of recycling waste contract and interpretation of contract when issues/disputes raised
- Continued support to new Contract Manager on budgeting, contract management and WasteDataFlow

### B.D.R

- **Covid-19 support**
  - Co-ordinating approach across BDR(S)
  - 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 fully operational and taking waste as normal
  - Ensuring joint working on management of BDR contracts such as HWRCs to fulfil the requirements of the service
  - Joint communication



- Best practice and networking
- Solutions and progression of HWRC contract variation requirements
- 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

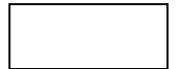


## 8.0 Glossary of Terms

Term	Definition
<b>3SE</b>	The name for the partnership between Renewi plc and Scottish & Southern Energy plc.
<b>A2A (formerly Ecodeco)</b>	Italian company who research, design, construct, and manage plant and equipment for the disposal of waste.
<b>Anaerobic Digestion (AD)</b>	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.
<b>Compositional Analysis</b>	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).
<b>Department for Environment, Food and Rural Affairs (DEFRA)</b>	The UK government department responsible for policy and regulations on environmental, food and rural issues.
<b>Environment Agency (EA)</b>	An executive non-departmental public Body responsible to the Secretary of State for Environment, Food and Rural Affairs for issues affecting the environment.
<b>Facebook</b>	A popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues.



<b>FCC Environment</b>	One of the UK's leading waste and resource management companies.
<b>Ferrybridge Multifuel 1 and 2 (FM1/FM2)</b>	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 (FM1)
<b>Household Waste Recycling Centre (HWRC)</b>	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.
<b>Joint Waste Board (JWB)</b>	The Statutory Committee comprising Portfolio Holders and Senior Officers with responsibility for waste.
<b>Liaison Committee</b>	Review the Waste Management contract in operation, seek out future development opportunities and to review the operational year identifying any learning points and advise the Joint Waste Board of any corrective action requirements
<b>Mechanical Biological Treatment (MBT)</b>	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.
<b>Private Finance Initiative (PFI)</b>	Mechanism for creating "public-private partnerships" (PPPs) by funding public infrastructure projects with private capital.
<b>Refuse Collection Vehicle (RCV)</b>	The collection of rubbish and waste, usually in a rubbish or refuse truck, before final disposal.
<b>Renewi UK Services</b>	The new trading name for Shanks Waste Management.



<b>Solid Recovered Fuel (SRF)</b>	A fuel produced by shredding and dehydrating solid waste (MSW) with a waste converter technology.
<b>SSE plc (formerly Scottish and Southern Energy plc)</b>	A British energy company headquartered in Perth, Scotland.
<b>Waste Infrastructure Credits</b>	Awarded by DEFRA to incentivise local authorities to develop infrastructure to treat waste as an alternate to landfill.
<b>Waste Transfer Station (WTS)</b>	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.

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