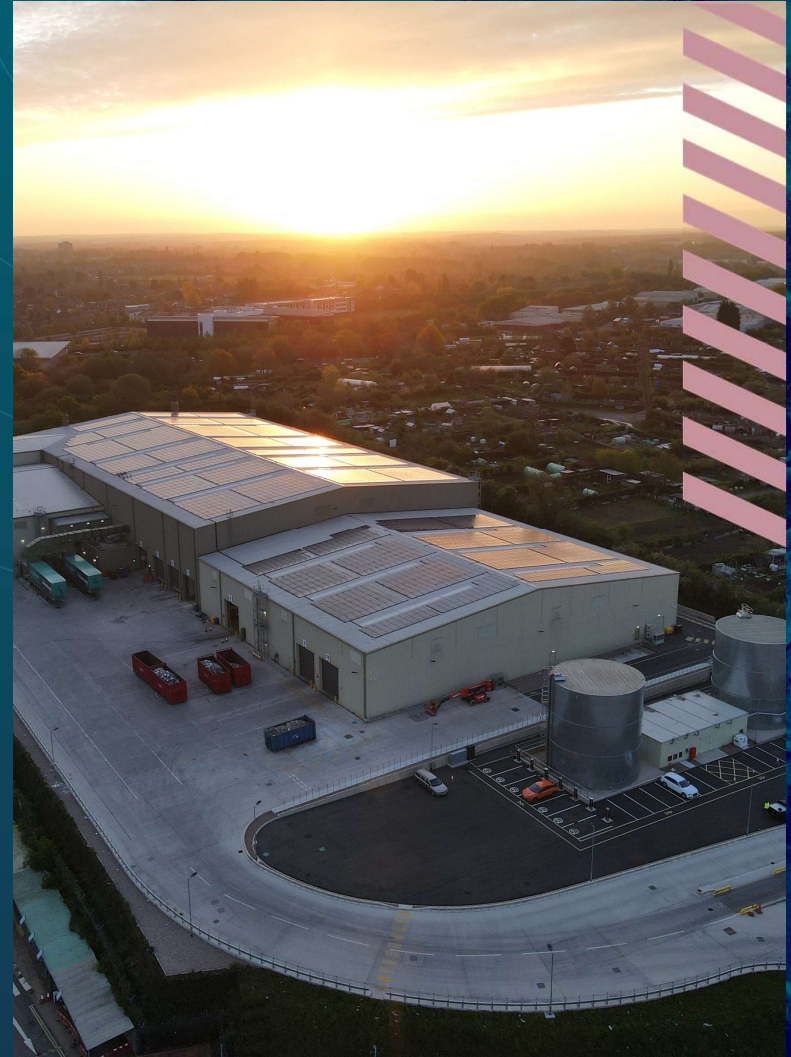




# Waste Infrastructure: a collaborative approach to delivering success





# A brief introduction

Innovation and collaboration are at the heart of Sherbourne's success as a pioneering materials recycling facility

What makes us different?

- Innovative partnership, ownership and funding model
- Technology led solution, needing minimal human intervention
- On-going commitment to the circular economy
- Unique R&D 'Circular by Design' capability
- Knowledge and understanding of operational, commercial and local authority needs
- Exclusive knowhow and experience within the team



Delivery and growth centred on partnership, sustainability and innovation



**18** SORTING ROBOT ARMS



**14** OPTICAL SORTERS



**100%** OF MATERIAL KEPT IN THE UK

**1.5MILLION** RESIDENTS SERVED



**AI VISION** THROUGHOUT PROCESS

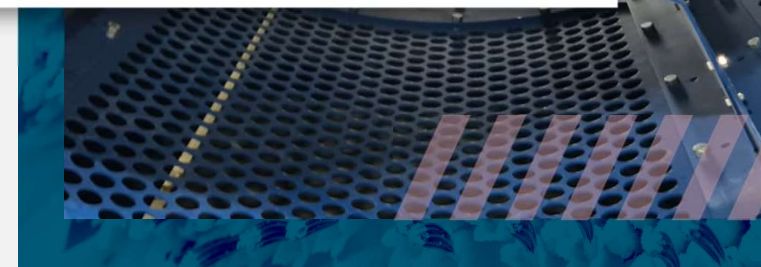
# Background

## Regional solution

- Established in 2021, but journey began in 2016
- Sherbourne was established to develop, operate and maintain a new state-of-the-art Materials Recycling Facility in Coventry
- Partnership of eight local authorities, formed in response to the challenge in processing kerbside recyclate:
  - Escalating waste management costs
  - Volatile recyclate markets
  - Failed procurement exercises / only able to secure short-term arrangements for processing of materials
  - Push from the market to change collection services
  - Legislation – DRS, EPR, collection consistency
  - Compositional changes
  - Industry labour shortages
  - Feasibility study identified sufficient capacity within the partnership to build a regional facility



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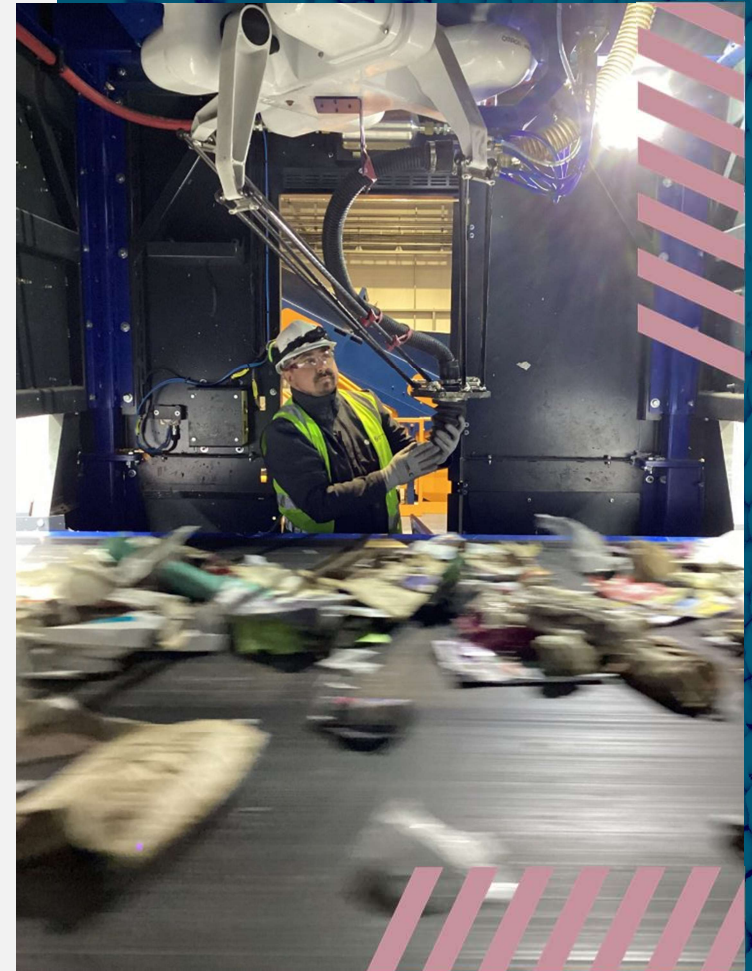




# Sherbourne approach

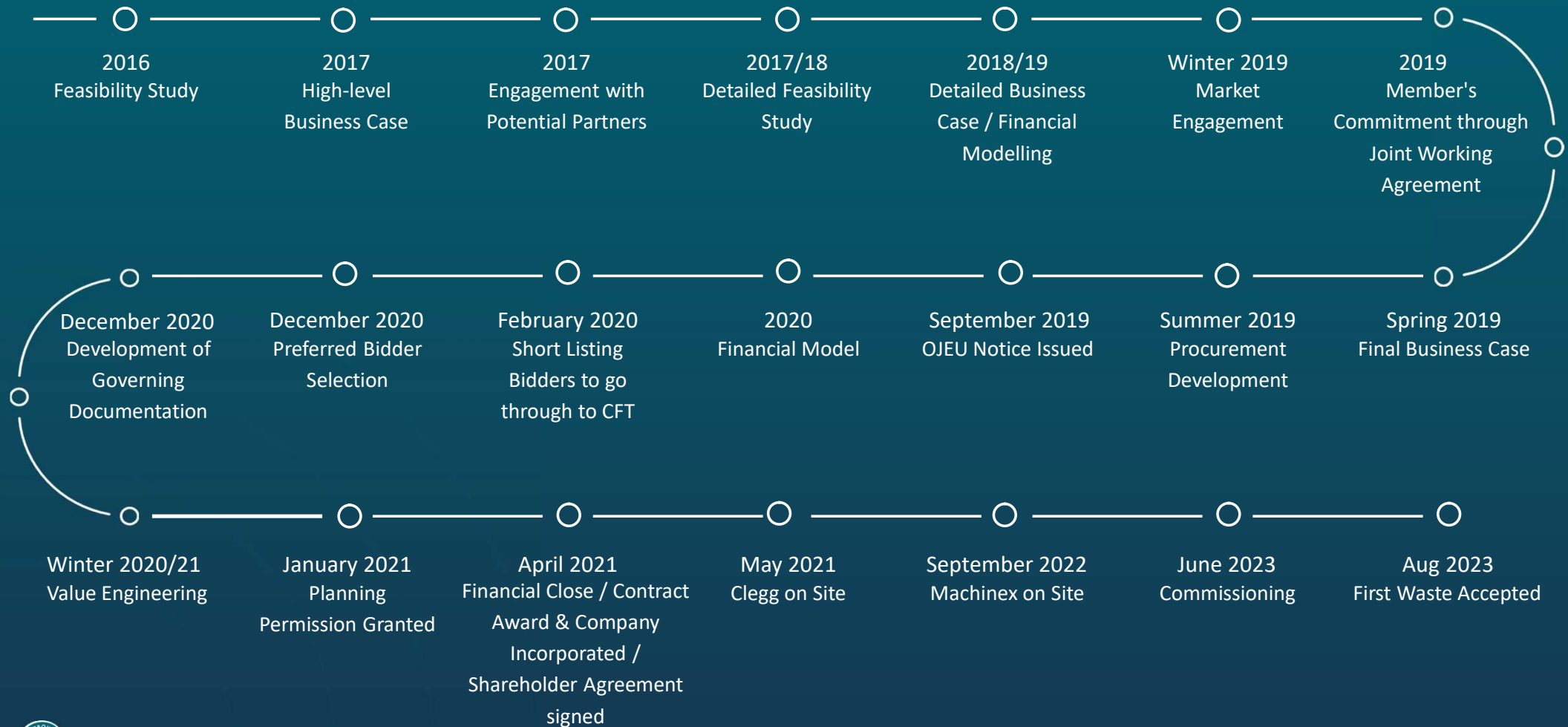
## De-risking waste management

- Collaborative working: 25-year partnership
- Commerciality: financial model based on operating costs, debt servicing and material sales
- Risk allocation: shared risk / benefit
- Facility design: flexibility, resilience, and agility to adapt to change, ability to cope with changing demands both up and downstream of the facility
- Sustainability: UK markets secured for all material grades, 100% renewable energy, electric fleet where practical
- Delivery of a fully integrated state-of-the-art MRF, utilising AI and robotics to maximise recovery
- Capability and capacity to process up to 250,000 tonnes of Dry Mixed Recyclate per year



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# Feasibility to waste acceptance



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# Business case delivery



## Project Team

- Designated team
- Use of consultants (legal, financial and technical)
- Lead authority



## Governance

- Shareholding agreement between Partners
- Funding and ownership
- Equitability between Partners



## Project oversight

- Board representation: decision makers and appropriate disciplines
- Delegation of authority



## Procurement

- Complex structure
- Soft market testing
- Competitive dialogue



## Political

- Cabinet reports
- Cross party support
- Regular briefings



## Business case

- Checks and balances
- VfM demonstrated
- Non-financial considerations



# Project delivery

## Design, construction, and operational delivery

- Civils contract: Clegg Food Group
- Bespoke building design
- 20% built in redundancy
- Storage – input / output
- Processing equipment: Machinex
- Highly automated and innovative state of the art facility
- AI-driven, interconnected technology at the core of our plant allows us to separate waste streams at such a level as to sort individual items from the waste stream

Managing the transition of the project from conception through construction to delivery:

- Private wire connection with adjacent EfW
- Organisational set up - supplier contracts, recruitment drive, functional systems, capacity planning
- Board and Shareholder Panel
- Offtake arrangements (incl. Haulage)
- Planning managed by the project team, secured ahead of financial close
- Environmental permit secured by the project team



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# Solution response: an innovative approach to UK waste challenge

## Legislation and regulation

Evolving waste legislation and the restructuring of public services are demanding new, sustainable and technologically advanced solutions for recycling and recovery

## Technological advancement

Sherbourne's model of integrating robotics, AI and optical sortation technologies drives efficiency and performance improvement, with a highly flexible solution to respond to ever-changing demands

## New revenue streams

The Sherbourne solution is built around optimising resource and revenue potential, using advanced recycling technologies to transform waste into valuable raw materials

## Resource security

Driving quality to ensure that waste is treated as a resource and returned to UK markets, thereby safeguarding the UK's manufacturing industry and supporting the circular economy

## Stable returns

Sherbourne values longer term partnership arrangements with suppliers, offtakers, customers and end users to ensure on-going sustainability, value for money and return on investment

## Disruption

The local authority, legislative, regulatory, geo-political and environmental landscape are all facing significant change. This presents a chance to remodel how things are done and turn challenges into opportunities



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# Our ambition



- To drive change through the sector, creating opportunity to deliver circularity through partnership working and technological innovation
- Cementing Sherbourne's position as an influential innovator by creating long-term relationships within Government, across the waste sector and beyond, through effective engagement and communications

**Anthony Hornsby**

Partnerships and Communications Manager

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