Rotherham Metropolitan Borough Council

BRIEFING		
	TO:	Barnsley, Doncaster and Rotherham Joint Waste Board
	DATE:	6th July 2026
	LEAD OFFICER:	Paul Hutchinson – Waste Manager Carl Hewlett – Senior Contract Officer (acting manager)
	TITLE:	BDR PFI Project Risk Register

1. Background

1.1 Barnsley MBC, City of Doncaster 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 build, design and operate a facility to manage the residual waste for the Councils from July 2015 to end of June 2040 and manage Barnsley Transfer Station. The PA also requires the Contractor to achieve agreed levels of recycling and landfill diversion.

1.2 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 Biffa PLC a waste management service company as its operator (the **Operator**). The Operator produces solid recovered fuel (**SRF**) from contract waste, which is shipped to Enfinium Multi-Fuel, 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.

1.3 Initially, the Contractor was initially owned by two 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 became full owners of the Contractor through an investment vehicle and renamed as Renewi BDR Limited. In 2024 Renewi PLC announced their desire to exit the UK market and in October 2024 subsequently sold the UK division Renewi UK Services Ltd (that owned Renewi BDR Limited) to Biffa PLC. Although the ownership of the Contractor has changed twice, there is no change in the PA between Biffa and the BDR Councils, nor the offtake supply contract terms between Biffa 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.

1.4 The BDR Joint Waste Board last considered the risk register at its previous meeting in June 2025. Since that date, the Risk register has been updated bi-monthly. In April 2025 a deep dive of the project risks was undertaken by the BDR Manager and submitted to Steering Committee for review by BDR Assistant Directors. The register was last reviewed at their December 2025 Meeting.

1.5 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.

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	ritical/ Catastrophic
IMPACT (B)					

2. Key Issues

2.1 Changes

2.2 There have been no new risks added to the Register.

2.3 There have been no increases or decreases to the currently listed risks following a review prior to the last Steering Committee meeting and the Joint Waste Board meeting. These will continue to be reviewed by the BDR Waste Manager / Senior Contract Officer which any changes noted.

2.4 Summary of Risks

Current RAG Rating	**July 2026** (Feb26 position)	Target RAG Rating	**July 2026** (Feb26 position)
Red	**0** (0)	Red	**0** (0)
Amber	3 (2)	Amber	**0** (0)
Green	**16** (17)	Green	**19** (19)
Total	**19** (19)	**Total**	**19** (19)

Risks continue to be considered against for the current perceived risk profile of – Council Changes, recent legislation changes, planned legislation changes and recently purchase of contract by Biffa PLC and economic and ecological landscape.

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 4 months and reported corporately every 2 months 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 Council's core contract management team will review and update the risk register on a two-month 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.