

Public Report with Exempt Appendices
Audit Committee

Committee Name and Date of Committee Meeting

Audit Committee – 26 November 2024

Report Title

Regeneration and Environment Directorate Risk Register

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Andrew Bramidge, Strategic Director of Regeneration and Environment

Report Author(s)

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Ward(s) Affected

All

Report Summary

The Regeneration and Environment Directorate risk registers for the Directorate and services have been written in line with the refreshed Council requirements. This report provides an update to the Audit Committee in relation to the current position of the Regeneration and Environment Directorate Risk Register and risk management activity.

Recommendations

The Audit Committee is asked to note the progress and current position in relation to risk management activity in Regeneration and Environment.

List of Appendices Included

Appendix 1 Regeneration & Environment Directorate Risk Register

Background Papers

Regeneration and Environment Risk Register

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Council Approval Required

No

Exempt from the Press and Public

Yes or No? If yes, use text below.

An exemption is sought for (Appendix 1) under Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of the Local Government Act 1972 is requested, as this report contains information that refers to the affairs of third parties.

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information because failure to do so may result in disclosure of information about the financial or business affairs of Council suppliers and partners.

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1. Background

- 1.1 The Regeneration and Environment Directorate level risk register currently has 18 risks listed (**Appendix 1**).

Three Directorate risks are also on the Strategic Risk Register. These are as follows:

1.2 **R&E 20 & SLT10**

Achieving Economic Growth

1.3 **R&E38 & SLT37**

Management and Delivery of Projects, Schemes and Initiatives through Numerous Sources of External Funding

1.4 **R&E50 & SLT36**

Reduction of carbon emissions for the Council and the borough in order to meet the agreed Net Zero Targets.

2. Key Issues

- 2.1 There are three Departments within the Regeneration and Environment Directorate:

- Community Safety and Street Scene
- Culture, Sport and Tourism
- Planning, Regeneration & Transport

Each Department has established risk registers capturing their service level risks identified by the respective Assistant Director and their Heads of Service (M3 Managers).

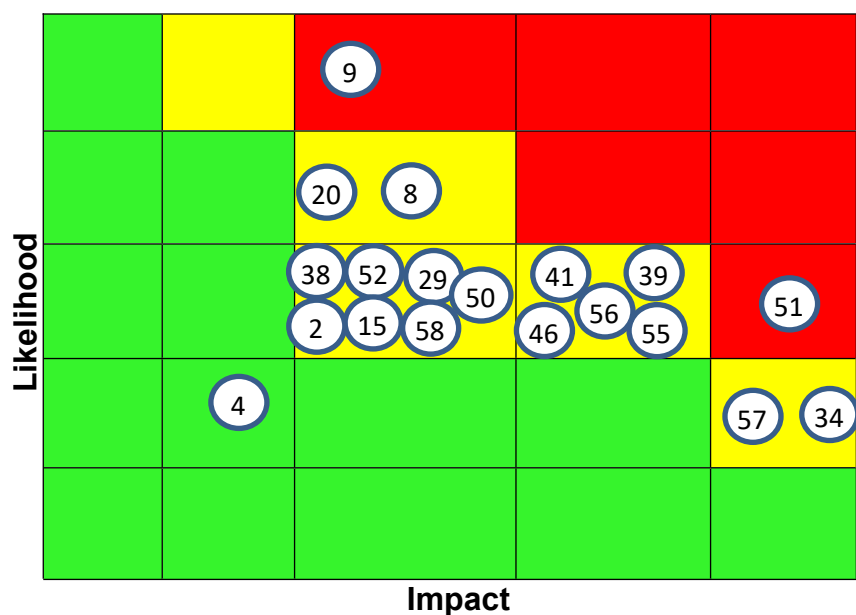
- 2.2 A regular scheduled programme of reviewing and updating Service area and Directorate level risks registers has been implemented across Regeneration and Environment. Risks are regularly discussed and reviewed at Senior Management Team (SMT) and Directorate Leadership Team (DLT) meetings and where necessary, risks are escalated to the next strategic level for inclusion on the risk register.
- 2.3 As part of the programme to embed Risk Management into the culture of the Council, managers from Regeneration and Environment have attended the mandatory “Risk Management Training for Managers” workshops. In addition, the Regeneration and Environment Risk Champion has attended individual service area Senior Management Teams to provide an overview to support and advise managers in relation to risk register develop and maintenance.

2.4 Risk items which have been added or amended since the last report to Audit Committee in November 2023 include:

Risk No	Business objective	Risk Detail	Change since last report
RE56/CSS46	<i>Stores – Fraud Prevention</i>	Failure to recruit and retain appropriately qualified and motivated staff	<i>Added to the Directorate risk register and CSSS Service risk registers in November 2023</i>
RE50/SLT36	Reduction of carbon emissions for the Council and the borough	Risk that insufficient resources of the necessary expertise are available to the Council to inform the Carbon Reduction Plan.	<i>Added back onto the R&E Risk Register from Finance & Customer Services in January 2024</i>
RE57/PRT2	Planning Legislation changes	The new Govt published proposed changes to the NPPF which would require significant increases to housing delivery and Local Plan preparation changes to be enacted	<i>Escalated from the PRT Service risk register to Directorate risk register in October 2024</i>
RE58/PRT3	Implement the Local Plan to deliver new homes	The Government's Housing Delivery Test (HDT) requires councils to deliver new homes against a national target. The Council is at risk of not meeting that target if the new standard method proposed in the NPPF is introduced which would require in excess of 1200 dwellings per year (an increase in 127%) .	<i>Escalated from the PRT Service risk register to Directorate risk register in October 2024</i>

2.5 The current “heat map” for the Regeneration & Environment Risk Register is shown in the table below:-

Map at November 2024 Report



2.6 The table below shows the risk movement that has taken place between November 2023 and November 2024:-

Number	Risk	Nov 23	Nov 24	Risk Movement (Nov 24 compared to Nov 23) ↓ = Risk level reduced, or risk removed ↑ = Risk level increased or new risk → = Risk level static
RE4	Inadequate Emergency Planning and Business Continuity	4	4	→
RE8	Loss of historic sites with significant health and safety risks posed to members of the public. Loss could be through general deterioration caused by the elements, vandalism and/or through wilful neglect	12	12	→
RE9	Home to School Transport - Failure to deliver the Service in line with the budget.	15	15	→
RE39	Loss of Goods Vehicle Operators Licence as a result of non compliance with legal undertakings	12	12	→
RE15	All risks associated with the PFI Waste Treatment Facility at Bolton Road, Manvers	9	9	→
RE20/ SLT10	Failure to attract new business and investment to the borough and threat of failing to retain existing clients and investment.	12	12	→
RE29	Budget Savings - Delays in implementation where delivery of some savings outside control of service	9	9	→
RE34	Risk of loss of life, injury, or safeguarding issues at a large event in the borough	10	10	→

RE38/ SLT37	Delivery of the full suite of projects and schemes, on time and within budget	9	9	→
RE41	Delivery of the New Central Library & Markets - Increasing project costs could result in the scheme costs exceeding the budget available for delivery	15	12	↓
RE46	Delivery Regeneration Programme - Additional costs are identified as projects progress from outline/concept stage to construction/delivery either as a result of market conditions or more detailed understanding of constraints and solutions as part of project development	12	12	→
RE51	Structural Integrity Risk for RMBC owned and managed bridges, culverts, retaining walls, subways and other special structures. This includes the Centenary Way Viaduct which incurred a central reserve slab failure on Wednesday 10th August 2022 and Packman Road Retaining Wall failure in April 2024	15	15	→
RE52	Risk to health and safety caused by tree failure	20	9	↓
RE55	Failure to recruit and retain appropriately qualified and motivated staff	12	12	→

3. Options considered and recommended proposal

3.1 The key risks on the Regeneration and Environment Risk Register presently are:-

R&E 20 & SLT 10 – Achieving Economic Growth

Failure to attract new business and investment to the borough and threat of failing to retain existing clients and investment. Impact on wider economy from the pandemic, increasing costs (such as energy, goods) and uncertainties around the economy result in business failures and businesses delaying or halting investment decisions or general slowdown in the economy.

RE50 & SLT36 - Reduction of carbon emissions for the Council and the borough in order to meet the agreed Net Zero Targets

Risk that the reduction in carbon is not achieved prior to the set deadlines of 2030 and 2040.

R&E 38 & SLT 37 - Management and Delivery of Projects, Schemes and Initiatives through numerous sources of external funding

Delivery of the full suite of projects and schemes, on time and within budget.

R&E 9 - Provide effective Home to School Transport

Failure to deliver the Service in line with the budget.

R&E 51 - Good Management of Highway Structures

Structural Integrity Risk for RMBC owned and managed bridges, culverts, retaining walls, subways and other special structures. This includes the

Centenary Way Viaduct which incurred a central reserve slab failure on Wednesday 10th August 2022 and Packman Road Retaining Wall failure in April 2024. There are a number of other structures identified through the GI and PI processes, which are in the design process (Steadfolds Lane wall and culvert, Bawtry Road landslide and Old Flats Bridge parapet treatments).

- 3.2 The above Risk Register entries are closely linked to the Regeneration and Environment Service Plans, team plans, reports and service meeting agendas across the Directorate. The Risk Registers have run alongside progress being made in relation to any restructure of services and the development and delivery of Service Plans.
- 3.3 Progress against key actions to mitigate the above risks is monitored through management team meetings.
- 3.4 The Assistant Chief Executives Risk Register was presented to Audit Committee on 26 September 2024. At the meeting, the committee requested that an update on the implementation of the Household Support Fund be submitted in November 2024.

The Household Support Fund was extended by Government to cover the period from October 2024 to March 2025. Consistent with previous awards, the Council has been awarded £2.489m for the borough. Given the need in communities to commence support for our most vulnerable residents as well as the timing of the grant award and receipt of the associated grant conditions, a delegated officer decision was taken to allocate this funding on 11th October 2024. A report is also going to Cabinet in November to update them publicly on this decision.

The provisional allocations of the Household Support Fund Grant of £2.489m have been made in the Officer Decision as follows:

- a. £1.028m for food vouchers to children eligible for free school meals for school holidays up to and including Easter 2024.
- b. £1.156m to support applications from households for assistance with energy costs, through the Council's Energy Crisis Support Scheme.
- c. £150k towards the costs of the Council's Local Council Tax Support Top Up Scheme.
- d. £45k to support care leavers, being young people leaving foster or local authority care and living independently in their own accommodation who are responsible for paying their own utility bills, providing additional financial support through the cost-of-living increases.
- e. £60k to local voluntary and community sector (VCS) organisations to support vulnerable households over Christmas / New Year through a supplement to the Crisis Support service level agreement.
- f. £50k to provide parcels of household items to be distributed through VCS community support including food banks, social supermarkets, and the Open Arms programme drop-in sessions.

Alongside this and as part of the Council's work to support the most vulnerable residents a campaign is being undertaken to promote the uptake of Pension Credit in the borough. This has included writing to residents who the Council believes may be eligible and encouraging them to apply, as well wider communications activity to support this message. Meanwhile, the Council is working in partnership with AgeUK and Citizen's Advice Rotherham and District to provide additional advice and support regarding Pension Credit uptake.

4. Consultation on Proposal

- 4.1 Risk Registers are subject to review by the Strategic Leadership Team. A strategic Risk Champions Forum is established and Regeneration and Environment is actively represented at all meetings.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Not applicable.

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 6.1 There are no direct financial or procurement implications arising from this report. Financial implications linked to risk mitigation are detailed in associated Service Plans and Directorate Plans and are closely scrutinised and monitored.

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 7.1 There are no direct legal implications arising from the Risk Register. Any actions taken by the Council in response to risks identified will take into account any legal implications.

8. Human Resources Advice and Implications

- 8.1 There are no direct Human Resources implications arising from this report. However, the risks contained in the Regeneration and Environment Risk Register (Appendix 1) directly link to the Workforce Strategy and improving the Regeneration and Environment workforce.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 Not applicable

10. Equalities and Human Rights Advice and Implications

- 10.1 Not applicable

11. Implications for CO₂ Emissions and Climate Change

11.1 Not applicable.

12. Implications for Partners

12.1 Actions relating to any issues affecting partners and other directorates are reflected in the risk register and accompanying risk mitigation action plans.

13. Risks and Mitigation

13.1 The Regeneration and Environment Risk Register (Appendix 1) details the Directorate level risks and mitigations. This is further supported by individual Service Area Risk Registers.

14. Accountable Officer(s)

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