Rotherham Metropolitan Borough Council

Public Report with Exempt Appendices
Audit Committee

Committee Name and Date of Committee Meeting
Audit Committee – 25 November 2025

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, Assistant Directors 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 the Regeneration and Environment Directorate.

List of Appendices Included

Appendix 1 - Regeneration & Environment Directorate Risk Register.

Background Papers

Report to Audit Committee, 12 March 2024 (Follow up Progress Report on Red Risks Regeneration and Environment Risk Register).

Report to Audit Committee, 26 November 2024 (Regeneration and Environment Risk Register).

Report to Audit Committee, 29 July 2025 (Risk Management Annual Summary 2024-2025 and Corporate Strategic Risk Register Update).

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No.

Council Approval Required
No

Exempt from the Press and Public
Yes.

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 Risk Register was last presented to Audit Committee in November 2024.

1.2 The current Regeneration and Environment Directorate Risk Register has 22 risk items listed (Appendix 1).

1.3 Due to the nature of the work of the Regeneration and Environment Directorate, three of the 22 risk items also feature on the Council's Strategic Risk Register, these are referenced below:

- **R&E20 & SLT10**
  Business Growth
  Risk detail: Failure to attract new business and investment to the borough and threat of failing to retain existing clients and investment.

- **R&E38 & SLT37**
  Development and delivery of the Regeneration Programme and Initiatives through numerous sources of external funding.
  Risk detail: Failure to deliver the Regeneration Programme and initiatives as a whole, plus individual projects to time, cost and quality.

- **R&E50/SLT3**
  Reduction of carbon emissions for the Council and the borough in order to meet the agreed Net Zero Targets.
  Risk detail: Risk that the reduction in carbon is not achieved prior to the set deadlines of 2030 and 2040.

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.

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

2.3 A regular scheduled programme of reviewing and updating service area and Directorate level risks registers is in place 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 Strategic Leadership Team (SLT) for consideration on the Corporate Strategic Risk Register.

2.4 As part of the Council's ongoing initiative to embed Risk Management into its organisational culture, managers from the Regeneration and Environment Directorate have attended the mandatory 'Risk Management Training for Managers' workshops. In addition, all staff are required to complete a mandatory e-learning module on risk management. To further reinforce this commitment, a dedicated presentation on Risk Management was delivered at the Regeneration and Environment Manager Forum on 12 September 2025 and several managers, along with the Directorate's Risk Champion, have successfully completed the 'Essentials of Enterprise Risk Management training', accredited by the Institute of Risk Management. Furthermore, 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.

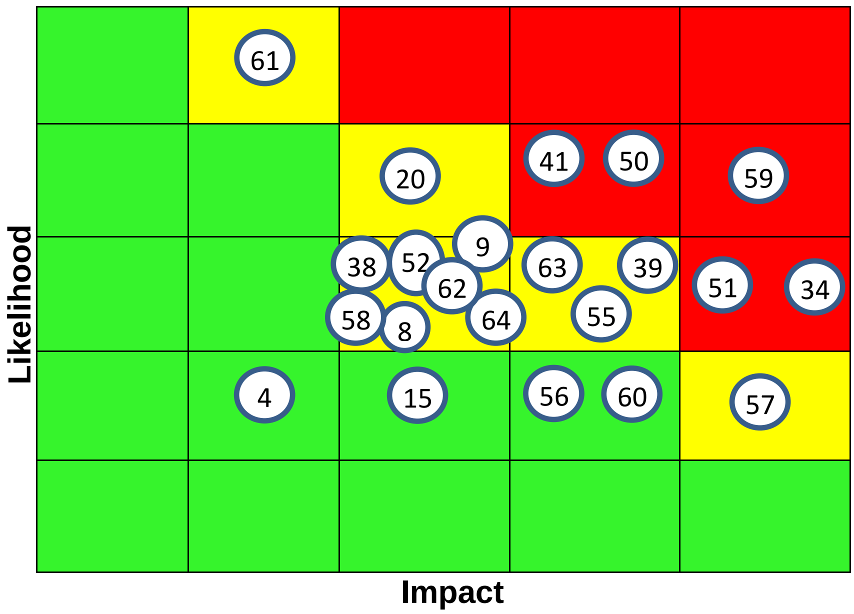
2.5 Risk items which have been added or amended since the last report to Audit Committee in November 2024 include:

Risk No	Business objective	Risk Detail	Change since last report
RE29	**Ensure all budget savings are delivered in full.**	Delays in implementation where delivery of some savings outside control of service.	*Removed from the Directorate risk register in July 2025.*
RE46	**Deliver 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.	*Removed from the Directorate risk register in January 2025. This risk was merged into **Risk R&E 38 & SLT 37 - Management and Delivery of Projects, Schemes and Initiatives through numerous sources of external funding***
RE59	**Appropriate resources available to deliver the existing Events Programme and allow for potential future demands.**	Lack of appropriate Health & Safety measures to manage level of audience; Annual budget pressure; Loss of staffing.	*Added onto Directorate risk register in November 2024.*
RE60	**Ensure compliance under the Building Safety Act 2022, with the Operational**	Failure to comply with the Building Safety Regulator and with the OSR in the Building Safety Act.	*Added onto the Directorate risk register in January 2025.*

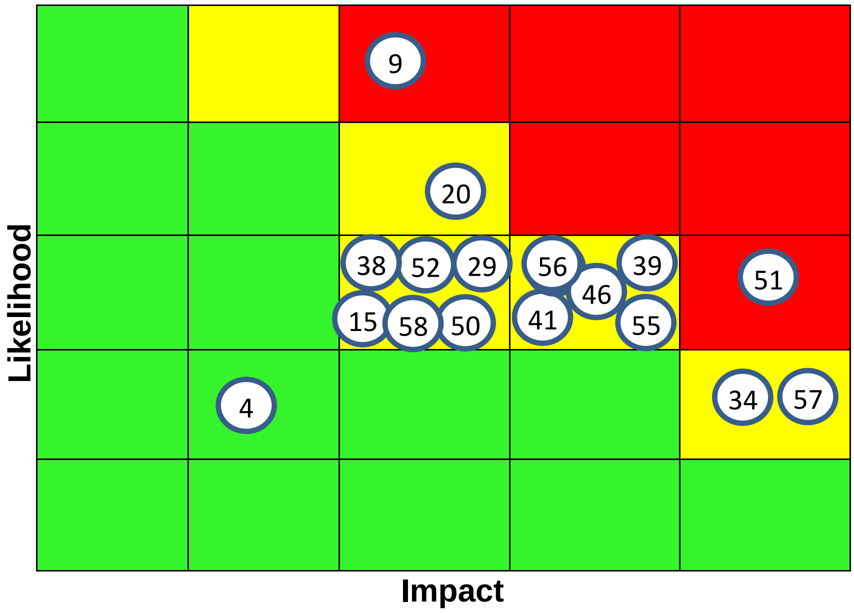
	Standards Rules (OSRs).		
RE61	**Highways Structures Assessment Regime.**	Risk of not being able to assess abnormal load notifications adequately and efficiently.	*Added onto Directorate risk register in April 2025.*
RE62	**Flood Alleviation Delivery & Funding.**	Insufficient funding and deliver the Whiston Brook, Eel Mires Dike, and Treeton Lane Bridge flood alleviation schemes.	*Added onto Directorate risk register in March 2025.*
RE63	**Delivery of the Regeneration and Environment Improvement Plan.**	Failure to deliver the R&E Improvement Plan.	*Added onto Directorate risk register in June 2025.*

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

Map at November 2025 Report



2.7 The table below shows the risk movement that has taken place between November 2024 and November 2025:



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

Number	Risk	Nov 24	Nov 25	Risk Movement (Nov 25 compared to Nov 24) ↓ = Risk level reduced, or risk removed ↑= Risk level increased or new risk → = Risk level static
RE20 & SLT10	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.	12	12	→

R&E38 & SLT37	Failure to deliver the Regeneration Programme and initiatives as a whole, plus individual projects to time, cost and quality.	9	9	→	
RE50 & SLT3	Risk that the reduction in carbon is not achieved prior to the set deadlines of 2030 and 2040.	9	16	↑	
RE34	Risk of loss of life, injury, or safeguarding issues at a large event in the borough.	10	15	↑	
RE41	Delivery of the New Central Library & Markets to achieve regeneration aims in the town centre - Risk of increasing project costs that could result in the scheme costs exceeding the budget available for delivery.	12	16	↑	
RE51	Lack of appropriate asset management of all highway structures, including bridges, culverts, underpasses, retaining walls and other special structures. Asset management including; • Appropriate asset management logs and records. • Programme of General Inspections (every 2 years) and Principal Inspections (every 6 years) in line with DMRB CG450	15	15	→	
RE59	Lack of appropriate Health & Safety measures to manage level of audience; Annual budget pressure; Loss of staffing	16	20	↑	

2.9 Five of the 24 risks on the Regeneration and Environment Directorate Risk Register are currently assessed as being a high risk, therefore are marked as 'Red' on Appendix 1.

2.10 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.

2.11 Progress against key actions to mitigate the above risks is monitored through management team meetings.

2.12 It should be noted that an Internal Audit of the Regeneration and Environment Risk Register was conducted in May 2025. The findings of the audit were confirmed as Reasonable assurance.

3. Options considered and recommended proposal

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

4. Consultation on Proposal

4.1 The Corporate Strategic Risk Register is reviewed quarterly by the Strategic Leadership Team, and the Regeneration and Environment Directorate and service Risk Registers are reviewed monthly. A strategic Risk Champions meeting is in place 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

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

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 CO_2 Emissions and Climate Change

11.1 The Regeneration and Environment Risk Register includes a key risk (RE50 & SLT3) relating to the reduction of carbon emissions across both the Council and the wider borough, in support of achieving the agreed Net Zero targets. In addition to this, the register identifies several other risks and associated mitigation measures that contribute to lowering carbon emissions.

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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This report is published on the Council's website.