Public Report with Exempt Appendices
Audit Committee

Committee Name and Date of Committee Meeting
Audit Committee – 24 November 2026

Report Title
Regeneration and Environment Directorate Risk Register

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
Andrew Bramidge, Executive Director of Regeneration and Environment

Report Author(s)
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Ward(s) Affected
All

Report Summary
The Regeneration and Environment Directorate, Service Director and service risk registers have been developed in line with the Council's risk management requirements. This report provides an update to the Audit Committee on the current position of the Regeneration and Environment Directorate Risk Register and associated 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, 28 July 2026 (Risk Management Annual Summary 2025-2026 and Corporate Strategic Risk Register Update).

Report to Audit Committee, 25 November 2025 (Regeneration and Environment Risk Register).

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

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

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 on 25th November 2025.

1.2 The current Regeneration and Environment Directorate Risk Register has 28 risk items listed (Appendix 1).

1.3 Due to the nature of the work of the Regeneration and Environment Directorate, four of the 28 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 & SLT36**
  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

  R&E51 & SLT45
  Highway Structures Inspection Regime
  Risk detail: Lack of appropriate asset management of all highway structures, including bridges, culverts, underpasses, retaining walls and other special structures.

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 Service 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. Red risks are reviewed monthly and all risks at least quarterly 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 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.

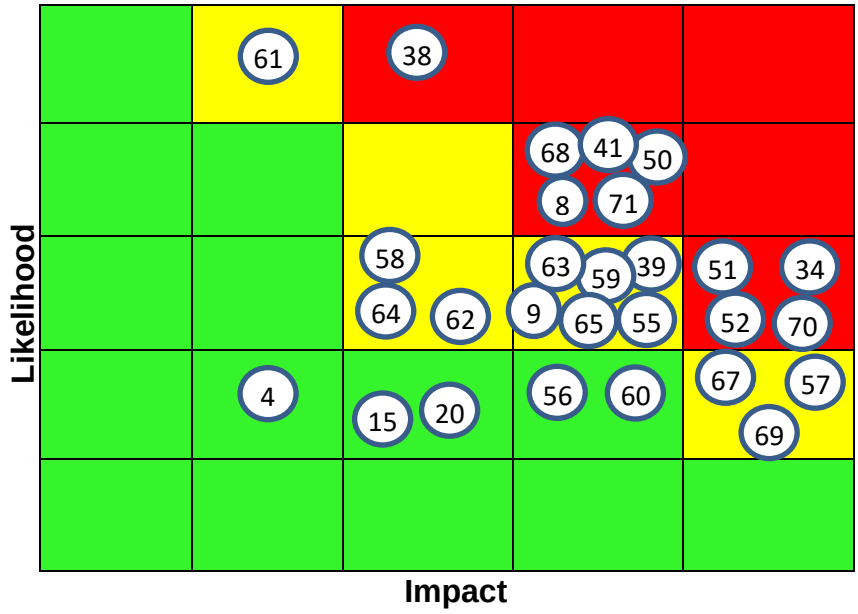
2.5 Risk items which have been added or amended since the last report to Audit Committee in November 2025 include:

Risk No	Business objective	Risk Detail	Change since last report
RE61	**Highways Structures Assessment Regime.**	Risk of not being able to assess abnormal load notifications adequately and efficiently.	*Added onto the Corporate Risk Register in March 2026.*
RE65	**Road Safety Performance**	Risks arising from long-term poor performance in reduce persons killed or seriously injured on Rotherham's roads	*Added to the Directorate Risk Register in November 2025.*
RE68	**To ensure procurement compliance.**	Failure to comply with statutory requirements procurement legislation and internal Financial & Procurement Procedure Rules (FPPRs)	*Added to the Directorate Risk Register in December 2025.*
RE69	**Maintain a Health and Safety Compliant workforce.**	Failure to maintain a Health & Safety–compliant and appropriately skilled workforce that consistently follows robust and compliant corporate processes.	*Added to the Directorate Risk Register in December 2025.*
RE70	***Green Spaces - safe management of the open water sites that the service is responsible for***	Risk of death or serious harm arising from incidents at Council-managed open water sites.	*Added to Directorate Risk Register in May 2026.*

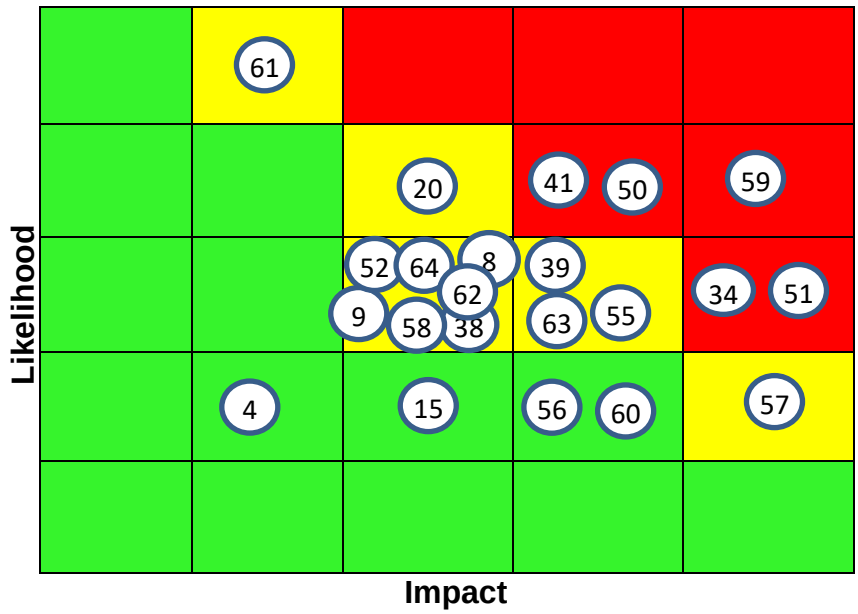
RE71	***Reduction of anti-social behaviour at Rother Valley Country Park and other Green Spaces Sites***	Frequent hot weather occurrences of ASB at Rother Valley, including vehicle related, unsupervised entry to water, large unauthorised gatherings, drug and alcohol use, abusive behaviour, littering and BBQs, lack of enforcement capability	*Added to Directorate Risk Register in May 2026.*

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

Map at November 2026 Report



2.7 The table below shows the risk movement that has taken place between November 2025 and November 2026:



2.8 The movement in Corporate and red Regeneration & Environment risks between November 2025 and November 2026 is shown below:

Number	Risk	Nov 25	Nov 26	Risk Movement (Nov 26 compared to Nov 25) ↓ = 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	6	↓
R&E38 & SLT37	Failure to deliver the Regeneration Programme and initiatives as a whole, plus	9	15	↑

Number	Risk	Nov 25	Nov 26	Risk Movement (Nov 26 compared to Nov 25) ↓ = Risk level reduced, or risk removed ↑= Risk level increased or new risk → = Risk level static
	individual projects to time, cost and quality.			
RE50 & SLT36	Risk that the reduction in carbon is not achieved prior to the set deadlines of 2030 and 2040.	16	16	→
RE51 & SLT45	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	→
RE34	Risk of loss of life, injury, or safeguarding issues at a large event in the borough.	15	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.	16	16	→

Number	Risk	Nov 25	Nov 26	Risk Movement (Nov 26 compared to Nov 25) ↓ = Risk level reduced, or risk removed ↑= Risk level increased or new risk → = Risk level static
RE59	Lack of appropriate Health & Safety measures to manage level of audience; Annual budget pressure; Loss of staffing.	20	12	↓
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.	9	16	↑
RE52	Risk to health and safety caused by tree failure.	9	15	↑

2.9 Ten of the 28 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 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.

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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