

## Appendix B

<b>Risk Number</b>	RM001		<b>Date of update</b>	08 January 2019						
<b>Risk Name</b>	Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk									
<b>Risk Owner</b>	Tom McCabe		<b>Date entered on risk register</b>	01 July 2015						
<b>Risk Description</b>										
1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • congestion, delay and unreliable journey times on the transport network • a lack of the essential facilities that create sustainable communities e.g. good public transport, walking and cycling routes, open space and green infrastructure. 2) Not meeting the funding profiles (e.g. Local Growth Fund) and losing the funding.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	3	9	3	2	6	Mar-19	Amber
<b>Tasks to mitigate the risk</b>										
<p>1.1) Work with other county council officers and partners including district councils to compile evidence for Local Growth Fund 3 (LGF3) schemes by LEP deadline to maximise the chance of success in autumn bidding round.</p> <p>1.2) Engage with Highways England over evidence base for RIS2 programme, and Network Rail for strategic rail delivery, and work with partners on advocacy and lobbying with government.</p> <p>1.3) Review Planning Obligations Standards annually to ensure we are seeking the maximum possible contributions from developers.</p> <p>1.4) Submit business cases for Pooled Business Rates (PBR) funding, and other funding bids as they arise through the year.</p> <p>2.1) Manage and oversee development and delivery of individual Local Growth Fund allocation schemes. Undertake consultation and feasibility work to determine priorities.</p> <p>2.2) Continue to build the relationship with the LEP to reduce the risk to the county council in having to fund budget increases on schemes. Build other strategic relationships.</p> <p>2.3) Periodically review timescales for S106 funding to ensure it is spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions.</p> <p>Overall risk treatment: Treat</p>										
<b>Progress update</b>										

## Progress update

1.1) 27 LEP pro formas have been completed for the highest priority LGF schemes. Growth Deal bidding round agreed by LEP Board 18 Oct, bids to be submitted by 21 January 2019. Working up bids for Sheringham Gateway Roundabout and Attleborough Link Road (dependent on gaining agreement from amongst others the development partners).

1.2) Business cases to support NCC A47 priority schemes (Acle Straight and East Winch to Tilney dualling) completed. NCC led Just Dual It campaign with EDP and Norfolk Chamber. Working with MPs to agree date for delegation to Westminster in the autumn, although getting date from Minister is proving difficult. Working on GEML (Great Eastern Main Line; Norwich to London) and Ely Task Forces (rail). Network Rail has been commissioned to look at priority infrastructure projects at both. Local Authority partners on the GEML Task Force in process of commissioning wider economic benefits work. Continuing to support East West Rail Consortium.

1.3) Annual review of Planning Obligations Standards programmed.

1.4) Pooled Business Rates bid were submitted, and have been successful, for the following key transport projects:

King's Lynn Transport

Norwich Western Link

Fakenham Market Town Study

Downham Market

Market Town Study

Wroxham / Hoveton Market Town Study

Wymondham Market Town Study

Long Stratton Bypass

Bid for Major Road Network funds submitted to government. WSP commissioned to develop work on business case. Still awaiting outcome of decision from DfT, which has been postponed. Currently assessing the implications of this, and the implications on the project and programme.

Bid for Transforming Cities successful: shortlisted for funds. Work is underway on developing the work programme, DfT visited the county in November to agree the way forward.

2.1) Delivery now complete at Attleborough town centre, positive feedback received; Great Yarmouth Transport; Norwich schemes; and Thetford Enterprise Park Roundabout. Remainder of schemes for delivery under development.

2.2) Relationship-building with LEP continues, with responsibility liaison with LEP's programme management team on delivery issues moved to Infrastructure Delivery Team. Continuing to work as a key member of Transport East, the emerging Sub-National Transport Body. Transport strategy and evidence base to be commissioned.

2.3) Longwater S106 was reviewed and it was confirmed that these contributions are all still valid to contribute to the Dereham Road scheme.

## Appendix B

<b>Risk Number</b>	RM021		<b>Date of update</b>		30 January 2019					
<b>Risk Name</b>	Failure of Estate Management									
<b>Risk Owner</b>	Simon George		<b>Date entered on risk register</b>		21 June 2016					
<b>Risk Description</b>										
There is a risk that the Council does not have a clear policy around estate management, is not acting in line with the expectations of a landlord, and does not have sound tenancy agreements in place.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	2	2	4	2	2	4	Mar-19	<b>Met</b>
<b>Tasks to mitigate the risk</b>										
1) Install and establish new property database for the management of the estate.										
<b>Progress update</b>										
1) The major outstanding action is the replacement of the IT system, which is procured and awaiting installation.										
2) County Farms meetings are in place.										
3) New tenant recruitment process in place and established.										
4) Apprentice and County Farms Manager have been recruited.										