

|  |  |            |                                      |        |                  |                         |        |            |             |   |
|--|--|------------|--------------------------------------|--------|------------------|-------------------------|--------|------------|-------------|---|
| <b>Risk Number</b>   | RM001  |            | <b>Date of update</b>                |        | 04 December 2018 |                         |        |            |             |   |
| <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.

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. 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 bids 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.

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 underway for Attleborough town centre, Great Yarmouth Transport, and 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 moving 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.

|   |                              |            |                                      |        |                  |                         |        |            |             |   |
|---|------------------------------|------------|--------------------------------------|--------|------------------|-------------------------|--------|------------|-------------|---|
| <b>Risk Number</b>  | RM021                        |            | <b>Date of update</b>                |        | 07 December 2018 |                         |        |            |             |   |
| <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      | Green   |
| <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.   |                              |            |                                      |        |                  |                         |        |            |             |   |

|   |   |            |                                      |        |                  |                         |        |            |             |   |
|---|---|------------|--------------------------------------|--------|------------------|-------------------------|--------|------------|-------------|---|
| <b>Risk Number</b>  | RM14200                                     |            | <b>Date of update</b>                |        | 07 December 2018 |                         |        |            |             |   |
| <b>Risk Name</b>  | Failure to meet NCC carbon reduction target |            |                                      |        |                  |                         |        |            |             |   |
| <b>Risk Owner</b>   | Jeannine de Sousa                           |            | <b>Date entered on risk register</b> |        | 01 April 2016    |                         |        |            |             |   |
| <b>Risk Description</b>   |   |            |                                      |        |                  |                         |        |            |             |   |
| There is a risk of a failure to address energy efficiency as part of operational practice, leading to increased energy and tax costs, against a background of a flexible buildings portfolio. The risks reside around the principal impacts associated with the use of buildings, transport and street lighting in support of service delivery. Reporting responsibility resides with the Corporate Property Team who oversee the delivery of statutory reporting; impact is organisation-wide.   |   |            |                                      |        |                  |                         |        |            |             |   |
| <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   | 4   | 12         | 2                                    | 4      | 8                | 2                       | 3      | 6          | Mar-20      | Green   |
| <b>Tasks to mitigate the risk</b>   |   |            |                                      |        |                  |                         |        |            |             |   |
| To reach a 50% reduction by 2020. To achieve this, we should have;  |   |            |                                      |        |                  |                         |        |            |             |   |
| Project management delivered through interface with existing programmes, such as through the work of the Corporate Property Team. The Corporate Property Team have responsibility for the delivery of the carbon reduction programme.   |   |            |                                      |        |                  |                         |        |            |             |   |
| Improvements made to the heating, lighting and insulation levels at County Hall.  |   |            |                                      |        |                  |                         |        |            |             |   |
| Increasing usage of electricity generation fuels, and use less coal in the electricity generation process.  |   |            |                                      |        |                  |                         |        |            |             |   |
| A switch to the use of LED bulbs in street lights, and trimming the number of hours on, where practical.  |   |            |                                      |        |                  |                         |        |            |             |   |
| <b>Progress update</b>  |   |            |                                      |        |                  |                         |        |            |             |   |
| The baseline is 2009-10 data for buildings and street lighting and is on electricity, gas, oil and propane data. Each fuel usage is converted into CO2e (Carbon Dioxide equivalent which includes other greenhouse gases, such as methane) using official yearly DEFRA conversion factors. Based upon the latest 2017/18 figures available there has been a 50.5% reduction overall. This is due to a number of factors, such as:-  |   |            |                                      |        |                  |                         |        |            |             |   |
| <ul style="list-style-type: none"> <li>• Energy reduction due to properties benefiting from CERF (Carbon and Energy Reduction Fund) investment;</li> <li>• Reduction in the overall property portfolio;</li> <li>• Improvements to the heating, lighting and insulation levels at County Hall;</li> <li>• Improvements to the electricity CO2 conversion factor due to the mix of electricity generation fuels (ie. more renewables, less coal was used to generate electricity in 2017-18 than in 2009-10);</li> <li>• Street light energy reductions due to lantern upgrades to LED and initiatives including dimming and part night lighting. The overall electricity usage for street lighting has reduced by 10% since 2009-10, despite an overall increase in the number of street lights from new road adoptions.</li> </ul> |   |            |                                      |        |                  |                         |        |            |             |   |