



Committee Name: Cabinet

Committee Date: 23/02/2022

Report Title: Town Deal Fund Programme Update

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of development and city services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

This report is to update Cabinet on the NCC Town Deal Fund Programme. It provides an update on progress being made in delivery on the towns fund programme, outlines the governance and oversight measures that have been put in place to manage the programme and an overview of the budget situation. It is intended that similar updates will be provided twice yearly for the duration of the programme.

In addition to providing an overview of progress in relation to all projects, it provides further information about the Revolving Fund project and seeks delegation to the Executive Director of Development and City Services to enable decisions to be made swiftly to purchase sites in need of regeneration using the available funds where these are in line with the objectives of the project.

Recommendation:

1. To note the current position regarding the Towns Fund programme and governance arrangements in place for the programme
2. To delegate authority to the Executive Director of Development & City Services, in consultation with the leader of the Council, portfolio holder for resources, portfolio holder for sustainable and inclusive growth and S151 Officer, to negotiate and purchase sites using the revolving fund.

Policy Framework

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing, and environment
- Inclusive economy

This report meets the Inclusive Economy corporate priority.

This report meets the *Great neighbourhoods, housing and environment* corporate priority

This report addresses *Good local environment* and *good quality housing* strategic actions in the Corporate Plan through delivery of good quality housing, and through intervention to remove derelict sites.

This report helps to meet *Housing, regeneration and development* objective of the COVID-19 Recovery Plan through intervention to address the problem of development sites which may become available due to the pandemic, or whose development is delayed as a result.

Town Deal Programme Update

Background

1. The government launched the Towns' Fund prospectus in November 2019, inviting 101 towns to bid for up to £25million each to drive forward long term economic and productivity growth via the development of a Town Deals Investment Plan. For the purpose of the Town's Fund, the eligible area of Norwich was the built-up area as defined by the Office for National Statistics, rather than the administrative boundary.
2. The council established the Town Deal Board in January 2020 as detailed at cabinet in March 2020. This Board met monthly to develop proposals in line with the key themes and requirements of the funding and Norwich's 2040 Vision. The Town Deal Board remains in place to oversee the delivery of the programme. It's membership, terms of reference and minutes of meetings can be found [here](#).
3. In July 2020 Cabinet endorsed the submission of the Town Investment Plan which set out a comprehensive package of eight schemes for investment totalling £26.13m.
4. By October 2020 the Council was notified that its bid had been successful. Norwich was one of only 4 places nationally that were successful in being offered the full £25m of funding available through the tranche of funding. This was reported to Cabinet which delegated authority for the offered town deal to be accepted. This was duly done on 16 November 2020.
5. Following the acceptance of the Town Deal, further detail was required to be submitted about each project. Budget profiles of projects, statements of community engagement and programme confirmation documentation were agreed by Cabinet at its meeting on 20th January 2021. Cabinet also delegated authority to allow the sign off of individual project business cases. Over the period January 2021 – July 2021 the eight detailed business cases were prepared and approved for submission to government. These were grouped in two themes (skills and enterprise infrastructure and urban regeneration) as follows:

6. Skills and enterprise infrastructure

This package of projects supports how we will grow the digital and creative economy and ensure our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.

Digital hub – a new city centre workspace with start-up and grow on space for digital businesses.

The Halls – investment to update and refurbish the venue including the development of a state-of-the-art making space for collaboration and high value cross sector partnerships between culture, digital and tech.

Digi-tech factory – a new skills facility at City College providing digital tech, engineering and design courses.

Advanced construction and engineering centre – a new technological advanced training facility at City College, supporting the application of digital technology to construction, manufacturing and engineering sectors.

7. Urban regeneration

These projects offer opportunities for significant levels of housing growth and employment space creation to accommodate the needs of a growing city.

East Norwich and Carrow House – investment to accelerate the development of a new high-quality urban quarter in east Norwich. Including support for the masterplanning exercise that is currently being commissioned and the purchase of Carrow House complex from Norfolk County in order to give the City Council a greater stake in the redevelopment and to ensure that the historic Carrow works site can be redeveloped as a whole.

Revolving fund – investment to unlock brownfield sites to deliver modern homes and workspaces for the growing economy.

Public realm – investment to enhance the city centre public and urban spaces and improve connectivity and navigation.

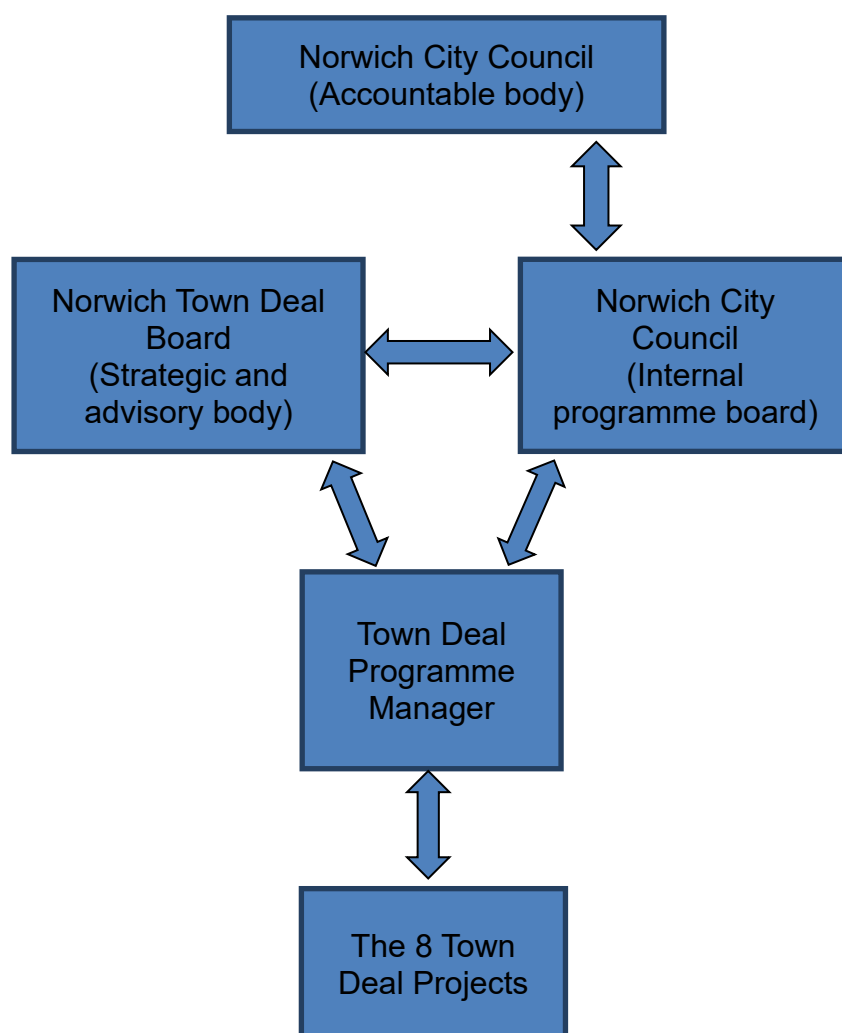
Branding – communicating what the city has to offer by developing a commercial proposition for Norwich as the place for business and a city to live, learn and invest in.

8. Two of the projects (East Norwich and Carrow House, and the Digitech Factory) were promoted as fast track projects which allowed spending to be incurred in 20-21.
9. By August 2021 the Council was notified that all eight business cases had been approved by MHCLG [now DLUHC], making it one of the first areas nationally to have approval and award of the Town Deal Funding.
10. In September and October 2021, NCC received £15,753,400 of the Town Deal Funding (in addition to an earlier payment to support the fast-track projects). The total town deal funding received and outstanding, for each individual project, is shown later in this paper.

Programme Governance

11. The Town Deal programme governance for Norwich City Council follows the guidance of DLUHC. The Town Deal Board continues to operate under the chairmanship of Andrew Dernie of Aviva and Chair of Norwich BID, and it meets monthly to review progress in relation to all projects.
12. As Norwich City Council is the accountable body for the programme and is responsible for delivering five of the eight approved projects, an Internal Programme Board has been established to ensure the programme is managed in an effective, efficient, and compliant manner. A new dedicated programme manager post and project manager post have been appointed to ensure sufficient resources are available to the programme.
13. The reporting procedures within the governance structure are as follows:
 - The Town Deal Project Managers report to the Town Deal Programme Manager.
 - The Programme Manager reports to The Norwich Town Deal Board and the NCC Internal Programme Board;
 - Internal Programme Board reports to CLT, Cabinet or Council as required.

14. The governance structure ensures that all required decisions are authorised by Senior officers via the Internal Programme Board, Cabinet, and Town Deal Board as appropriate.
15. The Internal Programme Board, chaired by the Executive Director of Development and City Services, works at the operational level, and makes recommendations for decision to officers, cabinet, or for consideration at CLT or the (external) Towns Deal Board.
16. The Internal Programme Board is accountable for the following:
- Programme planning of the in-scope programmes to meet programme and project objectives
 - Provision of sufficient financial, staff and other resource to meet objectives
 - Programme level risk, action, issue, and decision management
 - Escalation of matters as required
 - Agreeing decisions made under delegated powers (where approval has been gained from cabinet), to ensure required momentum is upheld in each of the internal TD projects
17. The internal Programme Board can escalate decisions to CLT if required, with recommendations.



Project Progress

Project	Achievements	Key Milestones
Digital Hub	Initial design work and building layouts have been completed. Further information regarding the digital hub project is set out in the Exempt Appendix to this report.	NPSN vacate building – end March 22 MWW vacate building – end Feb 22 Anticipated contractors start on site – end 2022
The Halls – Phase 1	Purchase and installation of specialist retractable seating completed. Heritage Statement commissioned. Arts Council approval to apply for capital funding received – Nov 21	Appointment of scope consultant – Nov 21 Appointment of Access statement – Dec 21 Submit funding application to the Arts Council for Phase 2 funding – Dec 21 Consultants project scope report received – Feb 22 Design and cost consultant appointment – Mar 22
DigiTech Factory	Accelerated Project. Officially opened 20 th October 2021	Completed project.
ACE Centre <i>Note: There is a programme delay due to project personnel constraints</i>	Building layouts designed	Procurement process in progress. Result of DfE funding awaited.
Carrow House	Purchase of Carrow House completed – Sept 21 Construction contracted award for New Carrow House works and Mitie start on site – Nov 21	Engage Consultants for Old Carrow House works – Nov 21 Procure marketing and property management consultant – Dec 21 Commence marketing new office space – Jan 22
East Norwich Masterplan	Cabinet approval to progress to Stage 2 of the Masterplan process – Nov 21	Stage 2 testing, strategy and programme agreed – Dec 21
Revolving Fund	All Town Deal funding received – Sept 21	Appointment of Property consultant – Dec 21 Property Consultants report received – Mar 22 Commencement of site purchase negotiations – Mar 22
Public Realm	St Giles Public Consultation completed – Sept 21	St Giles detailed design - Mar 22. Hay Hill structural Engineer appointment – Feb 22 Hay Hill stakeholder consultation – Mar 22 Hay Hill Public Consultation – Mar 22
Branding	Workshops delivered – Oct 21	Complete brand logo (programme delay) – Dec 21 Deliver Prospectus – Nov 21 Commence campaign tender – Dec 21 Platform design – Nov 21

Project budgets

18. The following highlights the total funding for each project, including the agreed Town Deal maximum funding per project, match funding for internal projects and additional funding given to externally managed TD projects, as set out in the Heads of Terms from DLUHC, the confirmed and unconfirmed match funding and the current project totals. All of the projects are projected to be delivered on budget or are showing an underspend at present. It should be noted in relation to the Carrow House project, that the scope of works currently contracted have been reduced to enable it to remain within budget and further work is ongoing to determine next steps with the remainder of the building.

Towns Deal Finance Summary - as at 11th Jan 2022					
Actuals and Full Project Cost					Project Forecast VS Project Funding (Underspend) £0's
	Actuals £0's	Total Project Forecasted Spend £0's	Total Project Funding £0's	% Of Funding Spent	
<u>Internal Projects</u>	-				
Carrow House	2,542,410	3,934,135	4,191,955	60.6%	(257,820)
East Norwich Masterplan	382,980	642,597	674,866	56.7%	(32,269)
Digital Hub / Townsend House	76,418	2,847,600	2,847,600	2.7%	-
Public Realm - St Giles & Hay Hill	14,103	4,077,000	4,096,000	0.3%	(19,000)
The Halls	205,556	3,806,000	3,806,000	5.4%	-
Revolving Fund	33,322	5,471,535	5,471,535	0.6%	-
<u>External Projects & Programme Management</u>					
ACE	-	3,100,000	3,100,000	0.0%	-
Digitech Factory (Nch City College)	1,500,000	1,500,000	1,500,000	100.0%	-
Branding Project	74,500	180,000	180,000	41.4%	-
Programme Management (Staff Costs)	174,671	393,010	393,010	44.4%	-
Programme Management (Monitoring and Evaluation)	-	187,500	187,500	0.0%	-
Total	5,003,959	26,139,377	26,448,466	18.9%	(309,089)

Funding Details	
Towns Deal Funding	24,953,000
East Norwich Masterplan - Stakeholder Match Funding	574,866
Norfolk County Council (DH £315k, PR £127k)	442,000
£1m Accelerated Fund from MHCLG (Halls £224k, DH £75k)	299,000
Norwich Consolidated Charities (Halls £100k) Uncommitted	100,000
Norwich City Council (Halls £56k, PR £16k)	72,000
Economic Regeneration Budget (DH)	7,600
Total TD Funding	26,448,466
Digitech Factory - Additional Funding to Norwich City College for the Project	9,899,600
Total Project Funding	36,348,066

Contingency - Capital			
	Pre Tender		Contingency % of
Internal Projects	Contingency	Forecast Total	Forecast
The Halls	392,789	3,806,000	10.3%
Public Realm	490,200	4,077,000	12.0%
Digital Hub	226,160	2,847,600	7.9%
Revolving Fund	380,000	4,950,000	7.7%
	Average Pre Tender Contingency %		9.5%
	Post Tender		Contingency % of
	Contingency	Forecast Total	Forecast
Carrow House	157,695	3,895,840	4.0%

19. The Towns fund tenancy loss for Carrow House and Townsend House are estimated to be £436k over three financial years, in 2021/22 the loss is £93k is covered by a virement and was approved by the Corporate Leadership Team in 2021. The 2022/23 loss of £259k is covered by short term growth in the 2022/23 budget, which is going for approval to the council on the 22nd February 2022 and the estimated £84k impact in 2023/24 will need to be incorporated into the 2023/24 budget proposals.

Towns Fund Tenancy (Loss)				
	2021-22 £0's	2022-23 £0's	2023-24 £0's	Total £0's
<u>Internal Projects</u>				
Carrow House	(92,654)	(126,013)	78,256	(140,411)
Digital Hub / Townsend House	-	(133,000)	(162,304)	(295,304)
Total	(92,654)	(259,013)	(84,048)	(435,715)

Overview of risks and issues

20. Since the project Business Cases were submitted to DLUHC there has been increasing cost inflation in the construction market as well as supply chain challenges. This ongoing pressure in the market means that all capital Town Deal projects price and programmes are likely to be impacted, with the exceptions of Branding, which is a revenue only project and DigiTech Factory, which has been completed.
21. On 13th October 2021 a paper was presented to cabinet regarding the award of contract for Carrow House. Similar issues are likely to affect the remaining 5 Town Deal capital projects, however these projects are in their initial stages and officers are aware and working to mitigate these problems where possible. DLUHC is also aware of the national construction industry pressures, which are being experienced by all 101 Town Deal programmes.
22. Now that all projects are entering their development phase, each project manager is revisiting their programme of works and project costs, with a view, if required, of going back to DLUHC in spring 2022, to reprofile the finances possibly between projects to ease budgetary pressures. Scope from other funding sources is also being explored at this time.
23. The programme for each project is evaluated regularly by the project team, including the programme manager, and at the monthly Internal Programme Board and The Town Deal Board. At the time of writing, the internal NCC projects are following their agreed programmes, except for a slight delay on Carrow House. The City College Norwich (CCN) Advanced Construction and Engineering Centre (ACE) has a delay due to project personnel illness and construction industry constraints; officers are working with CCN colleagues and are confident the project will be delivered within the timeframe and budget. The Branding project is predominantly on programme with a small slippage; however, this is not a concern.
24. Exempt Appendix B provides further information in regards to the DigitalHub project.
25. The overriding risks to the capital projects are cost inflation in the construction market and supply chain challenges, as previously mentioned. These risks may impact on both budget and programme, however the extent of this will not be known until projects have progressed to a tender stage for the works, and officers are working to mitigate the impact.
26. Project risks are discussed at Town Deal Board and Internal Programme Board monthly meetings. Individual Project Highlight Reports are produced which detail all project risks for discussion, and a programme level risk register is also completed and reviewed at these meetings.
27. **Appendix A** contains the programme and project risk logs. Please note that although this follows a similar methodology to the Council's corporate risk management approach, the risks have been assessed and are managed on a programme basis, and this risk log will evolve as the programme develops.

Future Programme Updates

Cabinet will receive an update on the Town Deal Programme yearly for the duration of the programme. The next update is due to be made to Cabinet in February 2023.

The Revolving Fund Project

28. One of the most innovative projects within the Towns Deal programme is the revolving fund project. This is intended to tackle long term derelict and underused sites that blight neighbourhoods across the city by allowing the Council to increase activity such as the approach recently undertaken on the Kings Arms site in Mile Cross.
29. The Revolving Fund operates within Norwich City Council's Towns Deal programme and has received £4.9 million of capital funding and £500k of revenue funding, the latter to support the associated costs of bringing forward of sites through this route. It will enable the delivery of residential and mixed-use development to meet the needs of a growing and dynamic city economy and support regeneration.
30. Residential development will be the predominant focus for the fund, given the high demand for housing across the city. However, vacant city centre sites whose impact on the surrounding area is deemed negative will also be considered. In the event that the economic impact of Covid-19 upon the retail and office market leads to prominent vacancies, the Revolving Fund may seek to acquire sites in cases of clear market failure where intervention by the council is justified.
31. The premise of this fund is the acquisition of stalled sites with the intention of then selling them on for development. The Revolving Fund will provide the resources to cover the costs and risks associated with these site acquisition, whether through negotiation with the landowners or through Compulsory Purchase Orders (CPOs). It would also cover the costs of securing a deliverable planning consent, where required. The Towns Fund will provide some revenue resources which safeguard against the costs incurred in the unlikely event that the CPO process is unsuccessful. The risks associated are to be managed via a thorough site selection process, rigorously assessing sites for suitability against strict criteria, prior to any decision on acquisition. The council's decision-making will be supported throughout by expert advice from a property advisor.
32. The nature of development will vary on a site-to-site basis and will be delivered under a variety of mechanism including:
- Sale to a private developer for residential or commercial development (with appropriate contractual provision to ensure developments are built out within a reasonable timeframe)
 - Developed by the council for social housing either directly or via NRL

- Developed via registered providers such as Orbit Housing Association or Broadland Housing Association
 - Development in collaboration with a developer partner
 - Disposal via auction
33. Upon the site being sold to a third party or transferred to the HRA, the money will be reinvested into the Revolving Fund to be utilised on further stalled sites. It is envisaged that this process can be undertaken across several phases of delivery. The number of revolutions of the fund will be dependent upon the extent to which compulsory purchase powers are required due to their associated costs in comparison to standard negotiation.
34. The council's decision-making on candidate sites will be informed by detailed input from an independent property advisor. Procurement of this role has been completed and Avison Young have been appointed.
35. The criteria for acquisition sites currently include the following considerations, not all of which will apply to all sites.
- Is the site likely to be developed (without council intervention) within 2-3 years?
 - Will acquisition by the council address the block to progress, or lead to a better outcome?
 - Are there other justifications for acquisition? For example, problems with the site, enabling adjoining development, assembly of a larger site.
 - Does the site's vacancy impact negatively on the local economy or streetscape?
 - Does the vacant site attract anti-social behaviour or fly tipping?
 - Opportunity cost – will the failure to acquire the site result in a negative financial impact on the council?
 - Can a disposal route be provisionally identified?
36. This report covers phase 1 of the Revolving Fund's operation. This is expected to be 12-24 months in duration, further phases are anticipated. The council will look to develop capacity in house to cover the property advisor role in future phases (a £50,000 annual allocation is made to support this).

Appointment of property advisor	Late December 2021
Delivery of report inc. recommendations for site acquisition	March 2022
Commencement of acquisition work	April 2022
Disposal of phase 1 sites (assumes no CPO)	March 2023
Disposal of phase 1 sites (assumes CPO)	January 2024

Project Governance

37. The project governance follows the same governance structure as highlighted in item 13 of this report; however, The Revolving Fund also has a project team,

which includes the project manager, programme manager, Executive Director of Development and City Services and colleagues in planning, finance and property and development, to ensure all the relevant departments can advise and comment on the proposed sites. The Revolving Fund Project Team will make recommendations on actions relating to sites, informed by the advice of the Council's property advisor procured specifically to advise on the project, to the programme manager.

38. Avison Young, the property advisor, will develop a candidate list of sites for potential acquisition by the Revolving Fund and will contact owners to establish their intentions regarding site development. Site acquisitions will be made subject to appraisal against the agreed criteria covered in Item 33 above, to ensure that the Revolving Fund avoids targeting sites deemed likely to be developed through the normal operation of the market. Acquisitions would be subject to a due diligence process including scrutiny by the council's Finance officers, provision of a RICS valuation, and a clear preferred disposal route.
39. The current process provides for formal approval of the acquisition of identified sites to be sought from Cabinet at the appropriate point. Due to the nature of the Town Deal Programme projects, and the real necessity to continue momentum in the projects, Cabinet is asked to agree delegation of powers to acquire sites to the Executive Director of Development & City Services. The delegation of this responsibility is particularly important within the Revolving Fund project, as to seek cabinet authorisations for each potential site acquisition could preclude the council from moving swiftly to acquire a site and continue the project momentum, especially in pre- election periods.

Consultation

40. Consultation on the current phase of the project takes place at a high level and involves confirmation of those sites to be included in phase one of the Revolving Fund. An all-member briefing was held on 4th Feb 2022 to allow local members the opportunity to provide input on potential problems sites they are aware of, which may be considered for purchase under the fund. Further consultation with ward members / portfolio holder will be undertaken as appropriate when details of sites are confirmed.

Implications

Financial and Resources

Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.

41. The current budget position in relation to the other towns fund projects is outlined above. The following paras deal with the revolving fund project.

42. Resources for the project are covered within the Towns Fund programme and are subject to the financial controls set up to manage the programme.

43. The revolving fund has total funding of £5,471,535 of which 90% is allocated to Capital and 10% is allocated to Revenue, the capital noted is included with the approved 2021-22 capital programme. A £50,000 per annum revenue allocation is made for external property advice, this is to be capitalised as far as possible (work on sites successfully acquired by the Revolving Fund is capitalised).

Legal

44. Legal advice will be obtained throughout the site selection period and during the acquisition of sites.

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	Regeneration of sites will have a positive impact in areas of social deprivation, and level up the standards in areas of social and economic diversity
Health, Social and Economic Impact	Regeneration of stalled sites will improve the impact on social, health and economy in areas by providing employment and improving the outlook of an area.
Crime and Disorder	In some cases, undeveloped, stalled sites, attract anti-social behaviour. By ensuring these sites are developed these activities will be removed enhancing the community experience.
Children and Adults Safeguarding	Regeneration of these sites will remove areas experiencing anti-social behaviours, ensuring areas become safer for the community
Environmental Impact	Regeneration of certain sites may include removal of ground contamination improving the area. In some instances, larger sites may include green areas and improvement of foot/cycle pathways.

Risk Management

Risk	Consequence	Controls Required
Procurement risks – high cost or longer than expected programme	External resource mitigates risks by increasing council's capacity to undertake due diligence / appraise sites	Use has been made of existing frameworks (such as HE's) as far as possible
Abortive work on sites which are not subsequently acquired.	Increased cost, delays in programme	CPO/Property consultants will be focused on sites deemed most likely to be successful.

Other Options Considered

45. Not to delegate authority for site acquisition. It would be possible to seek cabinet authorisations for each potential acquisition of property through the Revolving Fund. However, this would preclude the council from moving swiftly to acquire a site and continue the project momentum. Pre-election period, for example, could delay the programme by 3-4 months if Cabinet approval is required.

Reasons for the decision/recommendation

46. This report fulfils the request from Cabinet to receive periodic reports on the progress in delivering the Towns Fund.
47. In terms of the recommendation regarding the revolving fund, site acquisition can be a lengthy process, and often requires decisions to be made quickly at the end of the negotiations. There is also an expectation from central government that the Revolving Fund will achieve some 'early wins', and it is considered that seeking cabinet approval for each acquisition within the Revolving Fund project, could lead to slower outcomes, impacting negatively on the council's ability to react to opportunities (or responses from site owners).

APPENDIX A

Town Deal Programme and Project Risk Logs

Project: Town Deal Fund Programme High Level Risks

Current overall Programme risk	Owner:			Category:	Risk Direction:	
	Current Residual Risk				Target Risk	
	Date Raised	Impact	Likelihood	Score	Risk Strategy	Score
	21/12/21	3	2	12		6

Risk:			Owner:			Category:	Risk Direction:	
			Current Residual Risk				Target Risk	
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Score
The Government forces a country/local lock down. Covid illness in project staff, including NCC staff, Consultants and Contractors.	Delay in progressing programme, resulting in funds being unspent within the DLUHC time frames.	Reprofile funding with DLUHC.	21/12/21	3	2	6		3
Risk Control Action								
			Action		Owner	Target Date	Update	
			Communication with DLUHC		Programme Manager	01/03/22		

Risk:			Owner:			Category:	Risk Direction:	
			Current Residual Risk				Target Risk	
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Score
Impact of the pandemic and BREXIT on the construction industry.	Increasing costs and programme delays due to issues in the supply of materials, and staff shortages.	Continued monitoring of the situation for each project. Reprofile budgets where needed. Constant cost monitoring across all projects to enable variations in budgets where possible.	21/12/21	4	3	12		9
Risk Control Action								
			Action		Owner	Target Date	Update	
			Continued Monitoring		Programme Manager Project Manager	Ongoing		

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Key project staff leaving the employment of the Council.	There is one person for each project and admin role. If a member of staff resigns, this will impact the progress of the projects and the well-being of the other staff due to excessive workload to cover.	Ensure recruitment advertising is managed quickly. Ensure all staff have a 1:1 fortnightly and an annual review, so that managers are aware of their workload and well-being.	21/12/21	4	3	12		3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued Monitoring		Programme Manager Economic Development Man.		Ongoing			

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Contractor or consultant abandoning works or go bankrupt.	Significant delays to programme and budget	Continued monitoring of the situation for each project. Reprofile budgets where needed. Constant cost monitoring across all projects to enable variations in budgets where possible.	21/12/21	5	3	15		3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued Monitoring		Programme Manager		Ongoing			

Project: The Halls Make Space

Risk:			Owner:				Category:		Risk Direction:		
				Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
The Council fails to secure match funding from Arts Council and Consolidated Charities	Significantly reduced project budget making Stage 2 – Make Space – unviable.	Value Engineer works in Stage 1. Reallocate funds within TD Projects. Apply for alternative funding, such as Levelling Up Fund.	21/12/21	4	3	12		2	2	4	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Continued contact with, and responses to ACE.		Project Manager		01/04/22				
Continued contact with, and responses to, Consolidated Charities.		Project Manager		01/04/22							

Project: Carrow House

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Increased project budget due to unknown element of building works.	Project will go over budget.	Value Engineer works New Carrow House. Prioritise construction works in areas of unknow risk. Reallocate funding from other TD projects.	21/12/21	4	3	12		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Close monitoring of onsite construction works.		Project Manager		06/04/22			
Regular meetings with external project manager.		Project Manager		06/04/22						

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Old Carrow House building works were removed from MITIE contract. These works will be tendered as a separate package.	The actual cost of works and programme are uncertain until tenders are submitted. However due to construction industry pressures and urgent works required to the Listed buildings, this will impact negatively on budget, leading to abandonment of works.	Value engineer works further if possible. Source alternative funding from within NCC.	21/12/21	4	4	16		3	2	6
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitoring of costs through tender		Project Manager Programme Manager		01/02/22			
Obtaining further funding		Programme Manager Exec Director		01/02/22						

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Marketing of the office space.	If both New and Old Carrow are not occupied to the estimated rate, income will be lower than expected.	Ensure the marketing suite is completed by Feb 2022. Appoint a marketing agent by Jan/Feb 2022. Ensure all external landscaping is well kept and inviting to potential tenants.	21/12/21	3	3	9		2	2	4
			Risk Control Action							
			Action		Owner	Target Date	Update			
			Close monitoring of onsite construction works.		Project Manager	07/02/22				
			Early appointment of agent.		Project Manager Programme Manager	28/01/22				

Project: Digital Hub, Townshend House

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Budget estimates have been produced for the design, however costs are expected to rise due to construction industry pressures	If costs escalate the viability of the scheme described in the business case will be negatively impacted and the programme will be delayed.	Value Engineer design. Reprofile funds within TD Programme.	21/12/21	4	3	12		3	2	6
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued communication with design team		Programme Manager Project Manager		01/06/22			
			Budget reprofile		Programme Manager		01/06/22			

Project: Public Realm

Risk:			Owner:				Category:		Risk Direction:		
				Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
Budget estimates have been produced for both St Giles Street and Hay Hill, however costs are expected to rise due to construction industry pressures	If costs escalate the viable of the scheme described in the business case will be negatively impacted.	Value Engineer works on both project areas. Reallocate funds within TD Projects.	21/12/21	4	3	12		2	2	4	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Design and cost evaluation		Project Manager		01/03/22				
			Project/Programme budget monitoring		Programme Manager		01/03/22				

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Removal and relocation of sculptures in Hay Hill. The sculptures are difficult to relocate due to the subject.	The sculptures must be moved to allow for the new scheme and intended use. A suitable alternative location is difficult to find, and this could result in a reputational risk for NCC.	Discuss possible options with NCC stakeholders, the Norwich Society and the Thomas Browne Society. During the stakeholder and public consultation, suggestions can be sort for its location.		3	4	12		1	2	2
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Communication with stakeholders		Programme Manager					
			Public consultation		Project Manager					

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Relocation of the Thomas Browne statue in Hay Hill may be resisted by Historic England.	The statue is currently located in a position that inhibits our ability to design a widely useable community space.	Early discussions with Historic England to ensure they are aware of the reasons for the relocation within Hay Hill.		4	3	12		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Communication with HE		Project Manager					

Project: The Revolving Fund

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Cost escalation due to CPO purchase route for sites would reduce the number of sites we could purchase.	This is a reputational risk as the approved DLUHC business case identifies a rotation of sites to provide affordable housing in Norwich.	Work closely with the property consultant to ensure the most viable sites are purchased. Monitor budget spend.	21/12/21	4	3	12		2	2	4
			Risk Control Action							
			Action		Owner	Target Date	Update			
			Continued contact with property consultant		Project Manager Programme Manager	01/03/22 for 1 st stage				
			Budget monitoring		Programme Manager	ongoing				

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Significant underspend of budget.	We have an agreed programme spend with DLUHC which, if the programme is not monitored, may result in the money being withdrawn	Close monitoring of spend and progress with landowners. Work closely with property consultant to ensure the correct sites are selected to ensure acquisitions can be made and further sites are selected for evaluation and acquisition. Reprofile funding.	21/12/21	4	4	16		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitoring of spend and communication		Project Manager		ongoing			
Reprofiling		Programme Manager		01/05/22						

Project: East Norwich Masterplan

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Landowner and local authorities' agreement on process	Breakdown of agreement and collaboration between stakeholders.	Continuous communication to ensure landowners differences are identified and where possible their needs met.	21/12/21	4	3	12		3	3	9
Risk Control Action										
Action					Owner		Target Date	Update		
Continued communication					Project Manager		01/04/22			

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Historic England considers allocated sites unsound and raises significant issues at pre-app stage	If HE believes the masterplan will affect listed buildings, applications could be rejected.	Demonstrate the masterplan has considered the significance of the historic environment within its curtilage.	21/12/21	4	3	12		3	3	9
Risk Control Action										
Action					Owner		Target Date	Update		
Continued communication					Project Manager Planning Policy Team Leader		ongoing			

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Wider environmental issues effecting the viability of planning approvals.	If large areas are proven to be unsuitable for development this would halt the Masterplan process	Identify the possible issues at an early stage and investigate with appropriate consultant methods to mitigate the issues.	21/12/21	3	2	6		2	2	4
Risk Control Action										
Action					Owner		Target Date	Update		
Appoint required investigations					Project Manager		01/04/22			

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Required highways and transport agreements with Norfolk CC are not achieved.	This would significantly impact on the viability of the masterplan process and its requirement to provide facilities for greener transport options.	Norwich CC, Norfolk CC, landowners and ENR Partnership continue to openly communicate with each other so that all parties can raise issues, and these can be resolved in the planning process.	21/12/21	3	2	6		2	2	4
Risk Control Action										
Action					Owner		Target Date	Update		
Continued communication					Project Manager		01/04/22			

Project: Branding

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
The Click – failure to deliver, failure of business	Branding project progress significantly affected.	Regular contact with The Click to understand their project progress and company status. Shortlist of alternative partners that participated in tender process.	21/12/21	5	3	15		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Communication with The Click		BID		Ongoing			
			Prepare process in the event of failure so that other partners can be contacted quickly.		BID		01/02/22			

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Website creation programme slippage.	Delay the launch of the Branding Project.	An additional month has been built into the programme. Maintain close communication with the website builders.	21/12/21	3	3	9		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Programme reporting to Programme Manager		BID		ongoing			
			Communication		BID		ongoing			

Project: Advanced Construction and Engineering (ACE) Centre

Risk:			Owner:				Category:		Risk Direction:		
				Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
Staff sickness – CCN are using internal staff for design layout and project management.	Significantly programme impact if internal staff are unwell.	Identify alternative internal staff that could take over design and PM of project. Shortlist possible consultants that would step in to continue design and project management. Reprofile funding.	21/12/21	4	3	12		2	2	4	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Alternative staff resources		CCN		01/03/22				
Reprofiling		Programme Manager		01/04/22							

Project: DigiTech Factory

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
PROJECT COMPLETE										
			Risk Control Action							
			Action		Owner		Target Date	Update		