

### Appendix C: Above Tolerance Project Risks

Project	Ref	Risk Description (vulnerability)	Current Controls	Impact	Likelihood	Further Mitigation Plans	Date
Accelerated Housing Delivery	PLA 3.1 (4)	Land assembly and all land options need to be confirmed and details with HE prior to draw down of the total commitment of funding	Council own the land to deliver roundabout (subject to revised lease with GC). All options secured on Hogshaw although FG are struggling to gain sight of these. Less certainty over Waterswallows options as council yet to see signed options. Disposal of council owned land subject to HoT, Valuations and members approval. FG having difficulty in agreeing HoT. For discussion with HE 23 Sept 21.	4	3	FG liaising with land promoters to agree HoT. Draft HoT with land promoters.	Sept 2021
	PLA 3.1 (7)	The risk of not being able to negotiate satisfactory terms for legal agreements with third parties in respect of discharging funding conditions because they rely on actions of third parties which are outside the Council's control	Council has appointed additional capacity support and legal advice to prepare and negotiate the legally binding agreements. With FG for resolution by 30 sept. HE has extended condition deadlines to end of roundabout construction programme (June 2022).	4	3	Council has appointed additional capacity support and legal advice to prepare and negotiate the legally binding agreements. HE extended deadline for these to June 2022	June 2022
	PLA 3.1 (8)	The Funding Agreement conditions cannot be met at all, or within a timescale that allows the funding to be	Council has appointed additional capacity support to assist with GFA conditions including external legal advice to assist with legal agreements with developers. FG also	4	3	Council has appointed additional capacity support to assist with GFA conditions including external legal advice to assist with legal agreements with developers. Deadline for GFA relating to land	June 2022

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		drawn down within the Availability Period.	exploring alternative options for a scheme that focuses upon Waterswallows only.			assembly etc. to be extended to June 2022	
	PLA 3.1 (9)	The Council enters into one or more agreements that involve legal commitments (especially that involve the expenditure of Council money) without certainty that the full Project will be capable of delivery. Notwithstanding that this risks the HIF funding not being available to meet the expenditure, it also risks the Council sacrificing its assets without securing the anticipated public benefit (in the case of the sale of the Hogshaws and/or Waterswallows land at an undervalue, and the foregoing of rent and	Project monitored through monthly meetings and regular member update reports. Appointment of additional capacity support and external legal advice to assist on mitigating council risk through suitable legal binding agreements.	4	3	Project is monitored through monthly internal and external project board meetings and with regular HE meetings and members update reports. Appointment of additional capacity support and external legal advice to assist on mitigating council risk through suitable legal binding agreements. Member approval confirmed to understand risks/costs etc. and to proceed with project - Feb 2021.	July 2021

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		commitment to works at the Golf Club					
	PLA 3.1 (10)	Road Closure at Long Hill (Buxton to Whaley Bridge)	Liaison and monitoring with DCC to understand timing of work and impact on roundabout construction programme.	4	3	Impact of this risk will be closely monitored by DCC and will be updated through monthly technical meetings. There is a desire at DCC to bring forward the works to Long Hill asap.	Sept 2021
	PLA 3.1 (12)	Inability to fund GC mitigation works	Increase in costs to be discussed with HE and GC to seek to reduce costs	4	3	Impact of risk needs to be closely monitored by project team and regular updates	Sept 2021
	PLA 3.1 (13)	Construction costs increase	MHA framework being used for procurement and ability to set a target price	4	3	Impact on cost not known until returned tenders (end Oct)	Oct 2021
Glossop Halls	2	Construction Material Supply and costs	Monitoring of the industry is being carried out by procurement, current design team and Focus Consultants. Information is received and disseminated from the LGA on a regular basis and shared with the project team. A monthly project board meeting lead by the Executive Director for Governance and Commissioning. Regular reporting and conversations are held with funders D2N2.	4	3	The project team is considering alternative ways to deliver the project and savings within the scheme. Ongoing negotiations/communications with D2N2	Ongoing

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	3	Inability to appoint a suitable construction contractor	Legal advice was sought regarding the Councils procurement approach. Procurement process has been adapted to help mitigate the risks of not securing a suitable contractor. The process is a 2 stage restricted approach. The 2nd stage involves the Council working with the appointed contractor to negotiate the fees, supplies etc. to reduce the risk for both parties. The process will be monitored closely to ensure that a suitable contractor can be achieved. Negotiations with D2N2 will be ongoing regarding the procurement process	4	3	Procurement will be monitored by project board with the support of Focus consultants. Communications with D2N2 ongoing.	Jan 2022
	4	Procurement of a collaborative strategic commercial partner	Advice was sought from Quarterbridge re the initial designs to make them attractive to a commercial partner and also an outline of the possible operating models. Support and input into the process is being sought from Focus. Involvement with the local community through the Creative Trust. This is monitored in the monthly	4	3	Procurement will be monitored by project board with the support of Focus consultants. Communications with D2N2 ongoing. Engagement with the Creative Trust is ongoing.	Mar 2022

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			Project Board meetings.				
Buxton FHSF	5	Procurement of development partner	1. Due to staff capacity it is preferred route to source new procurement partner but as independent financial advice shown prudential borrowing would meet HPBC internal investment requirements there remains option for council to fully build out proposals subject to committee approval. 2. Council already been approached by 2 development partners interested in co-investment - initial conversations taking place. 3. LSH appointed under framework overseen by CEO.	4	3	1. Continue outline discussion with interested parties. 2. Review strategic advice on development/procurement	Dec 2021
Land Charges	LLC2	Prepare and Migration Stage: Staff Resources unable to complete tasks	Resources should be monitored on an ongoing basis in line with project requirements/deadlines.	4	3	1. Resources to be monitored	ongoing

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	LLC6	Prepare and Migration Stage and Go Live  Staff Absences / Support		4	3		
	LLC7	Prepare and Migration Stage and Go Live:  iLap failures to connect	Reviewing the systems that have superseded iLap and others available.  UPI to be created, which will increase the LCOs work load	2	5	Review into options available to use and scope	ongoing