

Appendix D: Above Tolerance Opportunity Risks

ALT Owner	Ref	Opportunity	Controls	Impact	Likelihood	Fruition Plans	Date
Strategic							
ED Place	SRR O - 1	Housing Growth	1. Affordable Homes Programme. 2. Empty Homes Strategy in place. 3. Local Plan approved for High Peak. 4. Accelerated Housing Delivery Programme	5	3	1. Empty homes strategy implementation. 2. Focus on growth agenda through Local Plan delivery - realisation of Accelerated Housing Delivery Programme. 3. Work with Homes England to access funding to support housing growth.	1. As per action plan timescales 2. Project timescales. 3. Underway
ED Place	SRR O - 2	Business Growth	1. Growth Hub referrals. 2. County working e.g., participation in Derbyshire 100% retention pilot for 2018/19. 3. Provision of employment units 4. Business Newsletters advising of grant funding opportunities and training events to help businesses survive and flourish	4	4	1. Implement the accelerated business growth and employment programme. 2. Work with LEP partners to access vital funding to support business growth. 3. New business support schemes provided by CRF programmes and Vision Derbyshire. Use of ARG funding to provide enhanced business support.	1. As per project timescales 2. Ongoing as per individual scheme requirements
ED Gov & Commission	SRR O - 4	Effective contractor relationships	Current procurement and contract management arrangements	3	4	1. Greater focus on Council as commissioner 2. Effective contract management arrangements that build up effective partnership arrangements 3. Focus on Contract Management within the Procurement Strategy (Information Digest Report released June 2021)	1. New Commissioning roles in place for AES phase 2 onwards, with an additional post being created for phase 3 onwards. 2. As per CM actions on SRRT 5. 3. Procurement Strategy

							refresh during 2021
Operational							
Carelink	CL O1	Capitalising on the new operating model to grow the client base	These opportunities can be properly explored once the new structure has been implemented	4	5	Marketing, advertising, and promotion	2021
	CL O2	Capitalizing on the new operating model to expand the range of services offered	These opportunities can be properly explored once the new structure has been implemented	4	5	Marketing, advertising, and promotion	2021
OD & T	OD TO R1	Efficiency opportunities arising from the implementation of new IT systems	IT strategy being evaluated to create a clearer picture of the way forward and the required actions	3	4	Background work around the IT strategy is being evaluated	2021
Projects							
FHSF	1	legal and co-financing deal	FHSF grant approved and MOU now signed/issued. Exclusivity agreement with owners in place, although not signed/dated. Due diligence underway and Council approval agreed process for submission	4	4	1. FHSF business case approved. 2. Due diligence agreements on purchase and reinvestment in progress.	May 2021 Nov 2021
	2	Potential to maximise visitor economy	FHSF underway and Council approval agreed for submission	3	4	Works to inform acquisition offer to start redevelopment process.	June-Nov 21
	3	New housing, business growth, sustainable	FHSF grant offer and MOU signed. Works on due diligence completed. Procured advice on route for appointment of	3	4	1. MOU now signed. 2. LSH appointed for works on due diligence + Parking matters reviewing car park proposals in masterplan and options. 3. Advice on	Jun-21

		town centre and new employment opportunities.	development partner			procurement commissioned	
	4	Improve skills and IMD education deprivation scores.	FHSF grant offer approved. Close and established joint working with Uni of Derby and DCC (Library). Council already approved revised governance structure (Feb 21)	3	4	1. Establishment of project Board with key stakeholders.	Jun-21
Building Control P'ship	BC OP 1	Opportunity to improve the Building Control service	DBCP will provide a bi-monthly management report which details financial performance including the number of applications. sales and income. They also supply a bi-monthly PR report detailing marketing activity and details of significant applications An annual Service Review and Update will be provided at the beginning of each financial year, measuring DBCP performance against the Service Level Agreement.	4	4	SLA to be agreed as part of the proposal	Upon agreement
Assets database	72	Use of the system as an Asbestos Register on the HRA properties	Asbestos information is not being collected in an adequate Register. The AAG has been formed to deal with the issue and is reporting to Corp H&S. Asbestos risk is being mitigated - see Assets ORR.	3	4	The base data for the HRA has been loaded into Concerto. The need for contractors to survey the data in Concerto has been included in procurement spec. The AAG will determine potential project or routes forward to deal with the issues around a comprehensive Asbestos register. Potential to require Norse to invest in this moving forward.	April 2023

Procure Workflow	PW Op p1	Improved business intelligence and reporting function	Limited reporting function in the current system but an improved reporting function has been highlighted as an outline deliverable and is part of the critical success criteria	3	4	1.New system specifications include an improved reporting function 2. Critical success criteria includes an improved reporting function	1. Mar 21-complete 2. 2022
HAZ	1	Opportunity to access funding to address the condition of heritage buildings on the high st	The level of funding from HE is significant and will provide the opportunity for a major injection of capital into the High Street. The funding will provide a grant funding programme available to owners of historic properties to enhance these. There will be a positive impact on the high street and retention of the council's reputation to deliver heritage led regeneration projects. There will be opportunities for cultural and community engagement projects.	4	4	1. Building condition survey to assess current condition and grant projects - now completed 2. Re-launch the scheme and publicity - May 2021 and ongoing 3.Recruit Project Officer - Completed November 2020 4.Set up Governance structure and grant giving body. Approved February 2021 5.Monitor and evaluate - ongoing 6. Project profile of spend and delivery revised to account for Covid 19 and the economic health of the high street.	Mar 2024
Nicola Kemp - Bankswood	2	Opportunity to support a community group to access further external funding to enhance the site.	There are some limited funding options available to local councils.	4	3	Explore funding opportunities that may be available that are appropriate to the site and can easily be accessed by the community group.	Ongoing with existing community group.
	3	Opportunity for promoting physical activity	Further improvement works are planned at the site and these would all benefit	4	3	The installation of the pump track will promote interest from the local community and there is already a	Ongoing with existing community

		with a range of external partners	people's health and well-being.			community group involved with the project. This will provide a solid foundation for us to build upon and encourage activity opportunities and extended use of a well-managed open space	group.
Glossop Halls	1	To revitalise the buildings and provide them with financial sustainability	Monthly project board led by Executive Director. Support from external consultants Focus and engagement with the Creative Trust and local community. Procurement of Commercial Partner in progress	4	3	Contract agreement with Commercial Partner. Progress with the Creative Trust regarding involvement and activities within the Town to compliment the facility.	March 2023
AHDP	PLA .3 (1)	External funding to unlock housing delivery	Working with HE through HIF programme to fund new infrastructure	5	4	GFA signed and DoV agreed. Member approval to proceed with project despite risks	Feb 2021
	PLA .3 (2)	Capital receipt through land disposal	Land disposal and strategy agreed through AHDP	5	4	Land disposal agreed in principle with Hogshaws and IED report for formal approval planned for March. Land disposal with Waterswallows less progressed - waiting offer	Mar 2021
	PLA .3 (3)	Improved access to Tongue lane Ind Est	Proposed new link road from roundabout to waterswallows development will provide better access to Tongue Lane Industrial Estate. Waterswallows developer to provide link road east from roundabout to industrial estate access point	4	4	Legally binding agreements to be drafted to ensure developers fund link roads	Feb 2021
	PLA .3 (4)	Reputational working relationship with Homes England	Current working and liaison arrangements	4	4	Continuation of current arrangements	Feb 2021

	PLA .3 (5)	Wider economic benefits	The funding of the roundabout is based upon housing delivery and the wider economic benefits these bring. This is set out in the GFA. Failure to meet housing numbers could impact on funding	4	4	Legally binding agreements to be entered into between council and developers to ensure housing delivery	Feb 2021
Land Charges	LLC OP 1	Opportunity to cleanse data and streamline the process	HMLR provide a service whereby the data can be sent and cleansed to assist with the preparation stage of the project.	3	4	1. Data cleanse will take place before the migration using the HMLR service (for Staffs Moorlands data)	TBD
Collective	1	Reduction in missed bins	<p>GOSS online calendars have been designed with the info residents need in mind to reduce chance of resident error re bin type/day</p> <p>IEG4 forms are be configured to prevent submission of missed bin form unless a genuine miss. Forms partially return list of contaminates - increases recycling education but could do more</p> <p>Bartec events have been developed to cover many scenarios, which will feed the IEG4 forms to prevent missed bins being submitted unless genuine</p>	3	4	<p>Design customer facing material focusing on the info residents need & get feedback</p> <p>Increase accuracy of events & resident comms - ensure drivers & supervisors are confident in the event logging process, and design additional events and automation s to increase accuracy and remove need for manual updates</p> <p>Improve IEG4 form functionality for 'why has my bin not been emptied' to include more reasons / read job statuses</p>	Dec 2021
	2	Improved system integrations	Project team has improved technical capabilities & have developed an advanced	4	4	Identify the level of ongoing system & integration 'ownership' required to carry it forward post implementation to	Dec 2021

			<p>understanding of the system capabilities with specialist technical skills</p> <p>GOSS online calendars retrieve live schedule info and translate into easy to read/check calendars</p> <p>IEG4 forms retrieve LIVE relevant data from Bartec to prevent submission of inaccurate webforms, or customer contact that is unnecessary</p>			<p>achieve project objectives, and change with the times as technology progresses post implementation.</p> <p>Steering group to highlight where enhancements of these integrations could improve successful operation via Enhanced use of Bartec, GOSS + IEG4 through API technology, and design service requests best fit to both the system and the service with user needs at forefront</p>	
	3	Off site hosting & futureproofing	<p>Bartec being hosted means AES staff can access it from Cheshire East's networks as required, rather than via multiple connections into HPSM networks</p> <p>Flare will not be removed from HPSM's server estate though as it is used by Environmental Health still</p>	2	5	To be determined	Ongoing