

Appendix D: Above Tolerance Opportunity Risks

ALT Owner	Ref	Opportunity	Controls	Fruition Plans
Strategic				
Neil Rodgers Impact – 5 Like - 3	SRRO - 1	Housing Growth	1. Affordable Homes Programme. 2. Empty Homes Strategy in place. 3. Accelerated Housing Delivery Programme 4. SM Local Plan adopted in 2020.	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. 4. In Progress - disposal of remaining Council owned sites being programmed for 2023/24.
Neil Rodgers Impact – 4 Like - 4	SRRO - 2	Business Growth	1. Growth Hub referrals. 2. County working 3. Provision of employment units 4. Business Newsletters advising of grant funding opportunities and training events to help businesses survive and flourish	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. Use of ARG funding to provide enhanced business support.
Mark Trillo Impact – 3 Like - 4	SRRO - 4	Effective contractor relationships	Current procurement and contract management arrangements	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). New Strategy expected June 2022.
Operational				
Tanya Cooper Impact – 3 Like - 4	ODTO 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	Background work around the IT strategy is being evaluated in 2022
Projects				
Ben Haywood – Building Control P’ship Impact – 4 Like - 4	BCOP 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. Agreed as part of the Contract arrangement which are now complete.	SLA to be agreed as part of the proposal

Elaine Hallworth – Procurement Workflow	PWO pp1	Improved business intelligence and reporting function Impact – 3 Like – 4	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	1. New system specifications include an improved reporting function 2. Critical success criteria includes an improved reporting function 2022-23
Sarah Porru – Tunstall Road Impact – 4 Like - 3	1	Delivery of up to 105 homes and 20,000 sqft employment space (generating £0.12m gross income) + additional 11 employment site plots for re-sale (60,000 sqft) - delivery of Local plan site and additional income to council from business rates & council tax. There remains risk that without works outlined, the project will not be able to progress which could reduce 5-year supply and will see loss of business due to lack of b1/b2 accommodation.	A masterplan of site options and layouts was completed in 2018, with owners input, to inform local plan. It recommended follow up work to Recommended next steps: - Formal valuations of the two residential properties which are included - Prepare and undertake land equalisation proposals including undertaking negotiations with landowners - Preparation of business case for council to consider purchase of part of site/ marketing of site to developers and/or procurement	1. Continued liaison with Homes England so project trajectory on their radar (potential funding) 2. Continued liaison with LEP re project as SS LEP pipeline (although project is would not be shovel ready until second stage work undertaken).
Nicola Kemp – Brough Park All Impact – 4 Like - 3	BP1	Develop a committed community group who will take ownership of the recreation area	Play inspections occur regularly by staff	Regular contact with community group members to encourage support for the project and establish community ownership of the play area site.
	BP2	Support a community group to access further external funding to enhance the site	There are limited funding options available to local councils	Explore funding opportunities that may be available that are appropriate to the site and can easily be accessed by the community group
	BP3	Promoting physical activity with a range of external partners	Further improvement works are planned at the site and these would all benefit people's health and well-being	The installation of the new play area will promote interest from the local community will provide a solid foundation for us to build upon and encourage activity opportunities and extended use of a well-

				managed open space
	BP4	Enhance the offering from John Hall Garden	Limited public interaction with the site in its current form	Improvements to the site will encourage more people to visit and in-turn make a more viable offering. Work will be required to promote the offering and engage the public to attend.
Nicola Kemp – Country Sites Impact -3 Like - 4	CSi1	Management of the sites by a charity will inherently open opportunities to funding not open to a LA.	SWT is an existing charity so will be aware of funding opportunities.	Successful funding opportunities to be recorded to demonstrate success.
Ben Haywood – Land Charges Impact – 3 Like - 4	LLCO P1	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.	1. Data cleanse will take place before the migration using the HMLR service (for Staffs Moorlands data)
Neil Rodgers – Norse Impact – 4 Like - 5	ANO1	New IT systems – Connect	Ensure all information requested is provided at the right time for development	Develop IT process maps to ensure all areas are identified. Once this has been identified, project plan will identify key target dates for information.
Nicola Kemp – Collective Impact – 3 Like – 4	1	Reduction in missed bins	GOSS online calendars have been designed with the info residents need in mind to reduce chance of resident error re bin type/day 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 Bartec events have been developed to cover many scenarios, which will feed the IEG4 forms to prevent missed bins being submitted unless genuine	Design customer facing material focusing on the info residents need & get feedback Increase accuracy of events & resident comms - additional training has been delivered to ensure drivers & supervisors are confident in the event logging process. Project team will create additional events and automations to increase accuracy and remove need for manual updates Improve IEG4 form functionality for 'why has my bin not been emptied' to include more reasons / read job statuses - this is expected mid Feb
Impact – 4 Like – 4	2	Improved system integrations	Project team has improved technical capabilities & have developed an advanced understanding of the system capabilities with	Identify the level of ongoing system & integration 'ownership' required to carry it forward post implementation to achieve project objectives, and change with the times as technology progresses post

Impact – 2 Like - 5			<p>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>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>	<p>Not expected to be moved off FLARE entirely until the latter part of 2022, so none to mention at this stage</p>