

Appendix D: Above Tolerance Opportunity Risks

ALT Owner	Ref	Opportunity	Controls	Fruition Plans
Strategic				
Neil Rodgers	SRRO - 1	Housing Growth Impact – 5 Like - 3	1. Affordable Homes Programme. 2. Empty Homes Strategy in place. 3. Local Plan approved for High Peak. 4. Accelerated Housing Delivery Programme	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	SRRO - 2	Business Growth Impact – 4 Like - 4	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	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.
Mark Trillo	SRRO - 4	Effective contractor relationships Impact – 3 Like - 4	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				
Helen Core – Carelink Both Impact – 4 Like – 5	CLO1 CLO2	Capitalising on the new operating model to grow the client base 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.	Marketing, advertising, and promotion to be reviewed in 2022.
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.

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Projects				
Sarah Porru – FHSF All Impact – 3 Like – 4	1	legal and co-financing deal	FHSF grant approved and MOU now signed/issued. Exclusivity agreement with owners in place, although not signed/dated. Council Executive has approved price offer 9/12/21.	1. FHSF business case approved (complete). 2. Executive approved price offer for purchase (complete). 3. Price agreed and appropriate legal/due diligence conditions investigated prior to exchange. (May 22)
	2	Potential to maximise visitor economy	FHSF underway and Council approval agreed for submission	Works to inform mapping of development option underway (subject to price agreement).
	3	New housing, business growth, sustainable town centre and new employment opportunities.	FHSF grant offer and MOU signed. Works on due diligence completed. Procured advice on route for appointment of development partner	Parking matters reviewing car park proposals in masterplan and options. Development options report received and submitted to executive. Mapping Of development option underway (subject to price agreement).
	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)	1. Establishment of project Board with key stakeholders, subject to site purchase June 2022.
Ben Haywood – Building Control P’ship	BCOP 1	Opportunity to improve the Building Control service Impact – 4 Like - 4	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	PWO	Improved business	Limited reporting function in the	1.New system specifications include an improved reporting function

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Hallworth – Procure Workflow	pp1	intelligence and reporting function Impact – 3 Like – 4	current system but an improved reporting function has been highlighted as an outline deliverable and is part of the critical success criteria	2. Critical success criteria includes an improved reporting function 2022-23
Sarah Porru – HAZ Impact – 4 Like - 4	1	Opportunity to access funding to address the condition of heritage buildings on the high street	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.	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.
Nicola Kemp - Bankswood Both Impact – 4 Like - 3	2	Support a community group to access further external funding to enhance the site	There are some 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.
	3	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 pump track will promote interest from the local community and there is already a 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
David Smith – Glossop Halls	1	To revitalise the buildings and provide them with financial sustainability Impact – 4 Like - 3	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	Contract agreement with Commercial Partner. Progress with the Creative Trust regarding involvement and activities within the Town to compliment the facility.

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Sarah Porru – AHDP Both Impact – 5 Like – 4 Both Impact – 4 Like - 4	PLA.3 (1)	External funding to unlock housing delivery	Working with HE through HIF programme to fund new infrastructure	GFA signed and DoV agreed and further amends submitted. Member approval to proceed with project despite risks Oct 21. Seeking further member approval Feb 22.
	PLA.3 (2)	Capital receipt through land disposal	Land disposal and strategy agreed through AHDP.	Land disposal agreed in principle with Hogshaws. Land disposal with Waterswallows less progressed - waiting offer.
	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.	Legally binding agreements to be drafted to ensure developers fund link roads.
	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.	Legally binding agreements to be entered into between council and developers to ensure housing delivery.
Ben Haywood – Land Charges	LLCO P1	Opportunity to cleanse data and streamline the process Impact – 3 Like - 4	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	ANO1	New IT systems – Connect Impact – 4 Like - 5	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	1	Reduction in missed bins Impact – 3	GOSS online calendars have been designed with the info residents need in mind to reduce chance of resident error re bin type/day	Design customer facing material focusing on the info residents need & get feedback Increase accuracy of events & resident comms - additional training has been

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		Like – 4	<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>	<p>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</p> <p>Improve IEG4 form functionality for 'why has my bin not been emptied' to include more reasons / read job statuses - this is expected mid Feb</p>
	2	<p>Improved system integrations</p> <p>Impact – 4</p> <p>Like - 4</p>	<p>Project team has improved technical capabilities & have developed an advanced 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>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 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	<p>Off site hosting & futureproofing</p> <p>Impact – 2</p> <p>Like - 5</p>	<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>

