

Appendix D: Above Tolerance Opportunity Risks

ALT Owner	Ref	Opportunity	Controls	Fruition Plans
Strategic				
Mark Trillo Impact – 5 Likelihood - 3	SRRO - 1	Housing Growth	<ol style="list-style-type: none"> 1. Affordable Homes Programme. 2. Empty Homes Strategy in place. 3. Local Plan approved for High Peak. 4. Accelerated Housing Delivery Programme. 	<ol style="list-style-type: none"> 1. Empty homes strategy implementation. 2. Focus on growth agenda through Local Plan delivery and revision of the Growth Strategy - 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 2025/26.
Martin Owen Impact – 4 Likelihood - 4	SRRO - 2	Business Growth	<ol style="list-style-type: none"> 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. 5. Develop pipeline of new sites suitable for economic development/business expansion 	<ol style="list-style-type: none"> 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 SPF funds/REPF and Vision Derbyshire. 4. Identify priority list of employment sites for purchase or disposal. 5. Review Growth Strategy.
Mark Trillo Impact – 3 Likelihood - 4	SRRO - 4	Effective contractor relationships	Current procurement and contract management arrangements.	<ol style="list-style-type: none"> 1. Greater focus on Council as a commissioner. 2. Effective contract management arrangements that build up effective partnership arrangements. 3. Focus on Contract Management within the Procurement Strategy, implementation and delivery of the key priority actions

Operational				
Martin Owen – Carelink	CLO1	Capitalising on the new operating model to grow the client base	We continue to promote Carelink to address the staffing challenges which will open up the opportunity to grow the client base and expand the range of services.	We are continuing to promote Carelink through all communication channels. We have had continuing staffing challenges but have recently made several new appointments which will support this.
Both Impact – 4 Likelihood – 5	CLO2	Capitalising on the new operating model to expand the range of services offered		
Andrew Stokes Impact – 3 Likelihood - 4	ODTOR1	Efficiency opportunities arising from the implementation of new IT systems.	The IT strategy has been evaluated, we have created a clear picture of the way forward and the required actions.	IT strategy approved, and action plan implemented in conjunction with Socitm and Invuse. Alliance our future project in progress.
Projects				
Andrew Stokes – FHSF All Impact – 3 Likelihood – 4	1	Legal and co-financing deal	Future High Street Fund (FHSF) grant approved and Memorandum Of Understanding now signed/issued. Exclusivity agreement with owners in place, although not signed/dated. Council Executive has approved price offer 9/12/21.	Invitation to tender for the development partner is in motion, responses are due by the end of July 2024. The Development Partner is expected to be in place by the end of 2024.
	2	Potential to maximise visitor economy.	FHSF underway and Council approval agreed for submission.	Investment in the visitor economy via UKSPF funding is expected to attract more visitors to Buxton and the surrounding areas.
	3	New housing, business growth, sustainable town centre and new employment opportunities.	FHSF grant offer and Memorandum Of Understanding signed. Works on due diligence completed. Procured advice on route for appointment of development partner.	Invitation to tender for the development partner is in motion, responses are due by the end of July 2024. The Development Partner is expected to be in place by the end of 2024. BLRF funding bid submitted.
Andrew Stokes – Procurement Workflow Impact – 3 Likelihood – 4	PWOpp1	A new Alliance intranet, procurement workflow and staff training using M365 tools to align with our digital strategy.	The current Alliance intranet (which also hosts the procurement workflow) is based upon a version of Drupal which is due to expire. We have explored our options and have appointed Invuse to deliver a new Alliance intranet using SharePoint. The scope also includes the design of a new procurement workflow using M365 tools and general M365 training for all staff across the organisation.	Contract awarded; work has commenced. Testing in progress.
Andrew Stokes – HAZ	1	Opportunity to access funding to address the	The level of funding from Homes England is significant and will provide the opportunity for a major injection	We have managed the scheme (Buxton HAZ) to ensure funding is spent and

Impact – 4 Likelihood - 5		condition of heritage buildings on the high street	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.	quality and outcomes delivered by March 2024. Buxton HAZ officer in place and consultants appointed to manage scheme during maternity period. Budget fully allocated and on target to spend ahead of schedule/year end. Project successfully completed
Andrew Stokes – Glossop Halls Impact – 4 Likelihood - 3	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	Contract agreement with Commercial Partner. Progress with the Creative Trust regarding involvement and activities within the Town to compliment the facility.
Andrew Stokes – AHDP Both Impact – 5 Likelihood – 4	PLA.3 (1)	External funding to unlock housing delivery.	Working with Homes England through the HIF programme to fund the new infrastructure	DOV issued for approval June 2024.
	PLA.3 (2)	Capital receipt through land disposal.	Land disposal and strategy agreed through the Accelerated Housing Delivery Programme.	Fisher German assisting with housing delivery strategy and Head of Terms. The Head of Assets is liaising with the housing developer regarding council land and access.
	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 the roundabout to the industrial estate access point.	Legally binding agreements to be drafted to ensure developers fund link roads. New build housing / consideration of planning applications for housing is impacted by Nutrient Neutrality.
Both Impact – 4 Likelihood - 4	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. New build housing / consideration of planning applications for housing is impacted by Nutrient Neutrality.
Mark Trillo Manor Park Sports Court	MPOR1	Develop trusting relationships with the local community with a view to the creation of a community	Play inspections occur regularly by staff	Encourage community participation around casual supervision of the site, increase usage of the facility.

Impact - 4 Likelihood -3		group		
	MPOR2	Support a community group to access further external funding to offer sports coaching to the community	Work with the community group to engage with funding opportunities	Encourage community participation around access to external funding
	MPOR3	Promote physical activity with a range of external partners	The limited facility in situ currently limits physical activity opportunities	Will work with partners to promote health improvements for users and prevent long term health issues
Mark Trillo Derby Road Play Area Impact - 4 Likelihood -3	DROR1	Develop trusting relationships with New Mills East, a target area for the Move More place work. Possible establishment of a residents group.	Working with existing community organisations in the area to enable initial engagement with the local community. Newly refurbished play area will be regularly inspected by AES. Local community will provide casual supervision.	Regular engagement and involvement with the local community to encourage support for the project and establish community ownership of the play area.
	DROR2	Build on the relationship with the local community and involve DCC and the local primary school to explore options to enhance the playing fields adjacent to the play area	The current play area does not offer adequate play opportunities for younger children to be active and the adjacent playing fields are not utilised fully. Collaborative working will open up the ability to enhance facilities not available to individual organisations.	Regular engagement and involvement with the local community to encourage support for the project and establish community ownership of the play area.
Mark Trillo Cote Heath Park Play Area Impact - 4 Likelihood -3	CHOR1	Develop trusting relationships with the local community, a target area for Move More. Establishment of a community group who will take ownership of the recreation area.	Inspections of the facility and rec occur regularly by staff. Engagement with the local community is already taking place.	Regular engagement and involvement with the local community to encourage support for the project and establish community ownership of the rec and its facilities. Involvement of partner agencies who can help - DCC Children's Services, Police Youth Engagement Team.
	CHOR2	Establish and promote physical activity in a variety of ways, with a range of external partners.	Engagement work is planned with the local community to develop activities at the site.	Continue to engage with the community and partners to promote physical activity.