

Annex 4 Risks and Issues

No	Risk Title	Consequences	Likelihood Score	Impact score	Overall inherent risk score	Mitigating actions to achieve desired risk score
1	Green Belt - Evidence	Delay to the critical path of evidence production and resulting impact upon local plan production and consultation process. Including any delays to the procurement process or changes in scope of the work, resulting from direction or outcomes of NPPF consultation. Including development of evidence base options with differing implications for the outputs of the work in relation to spatial strategy decisions and local plan options.	5	4	20	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met
2	Change in political administration or direction from administration	Delay or revisiting key aspects of the local plan, failure to meet the 'transitional arrangements' as proposed within the Levelling Up and Regeneration Bill	5	3	15	Working with all members to gain understanding and awareness of the local plan and the process. Regular member briefings.
3	Project management-timetable for local plan document, evidence and supporting documentation slips	Delay to the local plan consultation and failure to meet deadlines	3	4	12	Regular project management meetings between PPM and PPOs; regular updates of timetable
4	Staffing- further changes in staff numbers or loss of hours; unexpected absences	Delay to timetable, health and wellbeing implications for team	3	4	12	Regular team meetings, 1:1s, effective file management and installation of a 'buddy' system, risk management escalation; utilising contractor staff

5	DTC issues	Failure to demonstrate DTC at examination or other issues raised prior to in consultations; issues with neighbouring boroughs	3	4	12	Developing a robust PM system, new DTC grid and legal compliance toolkit at an early stage
6	Planning reforms-delay to NPPF or significant changes. Ministerial statements and internal discussions within government on-going.	Current proposed reforms scrapped or new taken forward	3	4	12	Continue to liaise with members to keep them informed of any changes and timescales for reform; ensure flexibility within new evidence base commissions and budgets.
7	Consultation database, GDPR and privacy notice issues	Failure of management of the database	3	4	12	Liaising with legal, keeping them informed of current process, setting dates/timeframes for consultation database review/refresh
8	Lack of design/conservation support	Lack of dedicated internal staff offering this support could lead to matters being missed in local plan, design code or decision-making compromised	4	3	12	Continual review of and flagging of matters relating to conservation and design- review of the design code work programme and resource requirements
9	Lower Thames Crossing	Stepping outside alignment with the KCC position either existing or new administration	4	3	12	Raising awareness across the organisation and regular briefings on the LTC situation
10	HRA, AQ Evidence-Evidence	Delay to the critical path of evidence production and resulting impact upon local plan production and consultation process	3	4	12	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met

11	SA	Delay to the critical path of evidence production and resulting impact upon local plan production and consultation process	3	4	12	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met
12	EDNS - Evidence	Delay to the local plan production and consultation process; lack of consultant support, failure to deliver the study to time	4	3	12	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met
13	SFRA, L1 and L2- - Evidence	Delay to the local plan production and consultation process; Not PPG compliant as data is not available; not yet known the number of sites to be assessed which could extend cost or length or work programme. With impacts on other workstreams.	3	4	12	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met
14	HCA- Evidence delay	Delay to the critical path of evidence production and resulting impact upon local plan production and consultation process	3	4	12	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met
15	Spatial Strategy	Delay to the critical path of evidence production and resulting impact upon local plan production and consultation process	3	4	12	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met
16	Transport Modelling	Delay to the critical path of evidence production and resulting impact upon local plan production and consultation process	3	4	12	Project management approach, regular evidence base check ins,

						ensuring consultants and internal deadlines are met
17	Amended or escalating costs of evidence base	Changes to the scope, timing or number of iterations of the evidence base requirements incurring additional costs; or amended requirements of national policy	4	3	12	Regular financial management procedures, ensuring contracts are in place, strict project management controls

Issues

No	Risk Title	Issue Detail	Impact and Implication	Severity	Issue Mitigation
1	Change in political administration/direction, including in relation to housing numbers and approach to the Green Belt	Change in political direction or Members decide to await further clarification on planning reforms in particular in relation to housing numbers and the Green Belt	Change in content, timing or emphasis within local plan	High	Working will all members to gain understanding and awareness of the local plan and the process. Member briefings ahead of the June 7 HPSSC. Continue to liaise with members and keep them informed of local plan progress and need for a plan to be in place. Member briefings on implications of NPPF consultation implications. Utilising risk and issues management template for each senior staff or member engagement process- escalation of risks
2	Currently proposed planning reforms	Current NPPF proposed reforms scrapped or new taken forward;	Need to review work programme in light of changes; potential to not meet the transitional deadlines, financial loss, reputational loss	High	Continue to liaise with members to keep them informed of any changes and timescales for reform Utilising risk and issues management template for each senior staff or member engagement process- escalation of risks

3	NDMP content and scope	Content of NDMP requiring a review of work to date	Delay to timetable and alignment with new approach; potential not to meet the transitional deadline, reputational and financial loss	High	Continue to liaise with members to keep them informed of any changes and timescales for reform Utilising risk and issues management template for each senior staff or member engagement process- escalation of risks
4	Legal advice, lack of	Delay, absence of lack of legal advice on key issues; lack of contracts in place for critical pieces of evidence	Lack of legal process and compliance and ultimately failure of local plan	High	Continue to liaise and chase responses; initiate discussions about support; discuss with legal re options; send out priorities Utilising risk and issues management template for each senior staff or member engagement process- escalation of risks
15	Monitoring systems	Failure to have up to date monitoring inputs	5 year housing land supply and other data not being available should an appeal by lodged; input of quality data into new studies	High	working with IT on options, identifying a budget to take forward as a separate project Utilising risk and issues management template for each senior staff or member engagement process- escalation of risks