

Annex 1: TMBC Local Plan Risk Register (February 2025)

No	Risk Title	Consequences	Date identified	Likelihood Score	Impact score	Overall inherent risk score	Risk Assessment form completed?	Desired risk score	Mitigating actions to achieve desired risk score	Risk escalation date	Risk Owner	Date closed	Action required/ by	Review Date
1	Change in political administration or direction from administration.	Delay or revisiting key aspects of the local plan, failure to meet 'transitional arrangements' as proposed by Government.	01/09/2024	4	4	16	N	Medium	Progress a Local Plan in accordance with the adopted Engagement Strategy, which promotes regular member briefings This includes working with members to gain understanding and awareness of the local plan, the process and the direction of the spatial strategy and local plan policies. External legal and technical advice obtained and for the outputs to be communicated to members.	n/a	Kelly Sharp		01/04/2025	01/04/2025
2	Project management-timetable for local plan document, evidence and supporting documentation slips	Delay to the local plan consultation and failure to meet the Governments December 2026 submission deadline	01/09/2024	3	4	12	N	Medium	Regular project management meetings between PPM and PPOs and consultants; regular review and updates of timetable; meetings with stakeholders whose work is imperative to the Local Plan process.	n/a	Kelly Sharp		31/01/2025	01/04/2025
3	Staffing- further changes in staff numbers or loss of hours; unexpected absences	Delay to timetable, health and wellbeing implications for team.	01/09/2024	3	4	12	N	Medium	Regular team meetings, 1:1s, effective file management and installation of a 'buddy' system, risk management escalation; utilising contractor staff. Smart recruitment policy and investigation of specialist support. Work with recruitment agencies to ensure vacant posts are filled.	n/a	Kelly Sharp		31/12/2024	28/02/2025
4	DTC issues	Failure to demonstrate DTC at examination or other issues raised prior to consultations; duty to cooperate issues with neighbouring boroughs including unmet development needs and cumulative infrastructure issues.	01/09/2024	3	4	12	N	Medium	Developing a robust PM system, new DTC grid and legal compliance toolkit and cross boundary issues understood at an early stage. Meeting with DTC partners early and on-going including a strategic meeting with West Kent authorities.	n/a	Kelly Sharp		28/02/2025	01/04/2025

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5	Consultation database, GDPR and privacy notice issues	Failure of management of the database	01/09/2024	3	4	12	N	Medium	Liaising with legal, keeping them informed of current process, setting dates/timeframes for consultation database review/refresh.	n/a	Kelly Sharp		01/04/2025	01/06/2025
6	Lack of design/conservation support	Lack of dedicated internal staff offering this support could lead to matters being absent in local plan, design code or decision-making compromised.	01/09/2024	4	3	12	N	Medium	Continual review of and flagging of matters relating to conservation and design-review of the design code work programme and resource requirements. Grant awarded from the Planning Skills and Delivery Fund to progress review of 3 conservation areas. Work ongoing to identify a future work programme for conservation area appraisals alongside identifying resources and funding to progress this.	n/a	Kelly Sharp		28/02/2025	01/04/2025
7	Habitats Regulations Assessment (HRA) including Air Quality modelling	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.	01/09/2024	3	4	12	N	Medium	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met. Providing enough time in the work programme to test the local plan and its policies.	To be identified subject to revised timetable	Kelly Sharp		01/04/2025	01/04/2025
8	Sustainability Appraisal (SA)	Delay to the critical path of evidence production and resulting impact upon local plan production, consultation process and ultimately submission by the Government's timescales. Delay's include those relating to procurement and contracts. Delays also relate to drafting policies and the spatial strategy / sites given that a SA	01/09/2024	4	4	16	N	Medium	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met. Engagement with Members, officers and other relevant stakeholders. Providing enough time in the work programme to test the local plan and its policies to ensure an interim SA will be published alongside the Regulation 18 Local Plan.	To be identified subject to revised timetable	Kelly Sharp		28/02/2024	01/03/2025

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		will assess policies / strategy and sites in the Local Plan.												
9	Evidence base studies - general	Delay to the local plan production and consultation process; lack of consultant support, failure to deliver the study to time. Securing the right consultants to undertake the work with work being delivered in a timely manner to inform plan-making.	01/09/2024	4	4	16	N	Medium	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met. Engaging with consultants early to ensure they are available and have the necessary resources to deliver work to the identified timescales. Understanding and communicating that a Local Plan is an iterative process and that not all evidence needs to be fully completed to inform Regulation 18 consultation.	To be identified subject to revised timetable	Kelly Sharp		28/02/2025	01/04/2025
10	Strategic Flood Risk Assessment (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 of work programme. With impacts on other workstreams. Updates to the NPPF requiring additional work or work needing to be updated.	01/09/2024	3	4	12	N	Medium	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met	To be identified subject to revised timetable	Kelly Sharp		01/03/2025	01/05/2025

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11	Spatial Strategy	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 and changes in scope of the work as per the new NPPF or outcomes of the NPPF consultation.	01/09/2024	4	4	16	N	Medium	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met. Dissemination and approval by members.	To be identified subject to revised timetable	Kelly Sharp		01/04/2025	01/06/2025
12	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 completing contracts or changes in scope of the work, resulting from Guidance which is due to be published shortly. 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.	01/09/2024	4	4	16	Y	Medium	Project management approach, regular evidence base check ins, ensuring consultants are in place and internal and external deadlines are met. Ensuring that consultants are in place to undertake work when required. Engagement with members once work is progressed on Green Belt review and proposed allocations.	To be identified subject to revised timetable	Kelly Sharp		28/02/2025	01/04/2025
13	Transport Modelling	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.	01/09/2024	4	4	16	N	Medium	Project management approach, regular evidence base check ins, ensuring consultants and internal deadlines are met.	To be identified subject to revised timetable	Kelly Sharp		31/01/2025	01/04/2025

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14	Amended or escalating costs of evidence base	Changes to the scope, timing or number of iterations of the evidence base requirements incurring additional costs; New requirements of national policy and an updated submission timescale of December 2026.	01/09/2024	4	4	16	N	Medium	Provision and review of a new local plan budget; Regular financial management procedures, ensuring contracts are in place, strict project management controls.	n/a	Kelly Sharp		31/03/2025	01/04/2025
15	Not meeting the transitional arrangements for plan making for submission no later than December 2026	A new NPPF has been published confirming fundamental changes to the way we will progress plan-making to date. Meeting the timescales will be tight given the additional evidence base and local plan testing that will be required. Should delays be experienced then this will reduce the ability for the Council to submit a new Local Plan within the required timescale, leaving the authority without a plan and open to intervention measures.	01/09/2024	4	4	16	N	Medium	; Ensure flexibility within new evidence base commissions and budgets to enable quick action. Liaise with members, stakeholders and ensure the local plan timetable is adhered to.	n/a	Kelly Sharp		28/02/2024	01/04/2025
16	Increase in development needs following the new standard methodology as per the revised NPPF / PPG	Changes to work undertaken so far in plan-making, a need to undertake a further call for sites to identify suitable sites for development to meet needs. The knock on impact of this in evidence gathering and spatial strategy / site allocation testing and work to progress towards a Regulation 18 consultation.	01/09/2024	4	4	16	N	Medium	Consider work that has been progressed so far and identify a work programme to address further work required. Progress background work for a call for sites to progress once NPPF has been published. Work with consultants to understand implications and liaise with members to keep them informed. Progress duty to cooperate meetings with surrounding LPAs and other relevant stakeholders / partners.	n/a	Kelly Sharp		28/02/2024	01/01/2025

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17	Overall increase in costs required to progress a local plan and additional / sufficient budget not being agreed	Inability to deliver a robust / sound local plan. The knock-on effect could result in not progressing a local plan, issues at examination and / or achieving an adopted local plan for the borough following examination. The Government have also published new intervention measures, should LPAs not make progress in plan-making.	03/11/2024	4	4	16	N	Medium	Detailed work has taken place to estimate a Local Plan budget up to adoption and to allow the Council to consider and plan for increased costs to deliver a local plan.	To be identified subject to revised timetable	Kelly Sharp		31/03 2025	31/03/2025
18	Devolution	Plans for devolution causing concern about funding and delivering a local plan at a time of uncertainty.	22/01/2025	4	4	16	N	Medium	To continue to communicate the Government's requirements to progress at pace a Local Plan.	n/a	Kelly Sharp		31/03/2025	28/02/2025
19	High response rate to the Regulation 18 Consultation, which would result in a longer period being required to consider and process responses and / the consultation identifies a need for further evidence that is not factored into the work programme.	Additional time required to consider consultation responses or to engage further work to inform the Pre-submission Regulation 19 Local Plan. Delay to progressing the Local Plan to the Regulation 19 stage and potentially not meeting the Government's deadline to submit a plan under the current planning system no later than December 2026.	22/01/2025	4	4	16	N	Medium	The Council has consultation software in place which has AI capacity to assist in the consideration of consultation responses. It will be possible to set up the consultation and the questions in a way that allows for adequate analysis of responses. Encourage responses to be submitted as early into the consultation as possible through social media, given that historically most responses are received towards the end of the consultation period. Consider the scope of evidence base that will be required as far as possible, in the absence of consultation responses.	Once the Regulation 18 consultation has concluded	Kelly Sharp		30/06/2025	01/11/2025

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20	Government consultations on Bills, national policy, Planning Practice Guidance (PPG)	Officer time required to respond to consultations on behalf of the Council, which reduce the staff resource to progress the local plan. The direction of plan needing to change to future proof the Local Plan.	22/01/2025	3	4	12	N	Medium	To ensure that adequate time is provided to respond to consultations alongside local plan work. To liaise with other teams, should it be necessary to do so in order to respond to consultations.	To be kept under review once Government consultations take place.	Kelly Sharp		30/04/2025	30/04/2025
21	Lack of Member agreement over the Local Plan strategy, policies or content of the Plan.	Not being able to progress a Local Plan to either Regulation 18 or 19 consultation stage and not meeting the Government's deadline for Local Plan submission under the current planning system.	22/01/2025	4	4	16	N	Medium	An engagement programme has been established for Members in accordance with the adopted Engagement Strategy.	To be kept under review as Engagement progresses.	Kelly Sharp		31/01/2025	31/03/2025