

| Number | Risk Title & Description   | Effect of non compliance  | Classification | Risk Owner from Management Team   | Date identified | Last date of review | Unmitigated risk Score |                    |                    | Movement to previous review | Current mitigation in place  | Mitigated risk Score   |                    |                    | Movement to previous review | Actions required to reduce score further  | Link to Annual Service Development Plan | Links to Strategies  |
|--------|--|---|----------------|---|-----------------|---------------------|------------------------|--------------------|--------------------|-----------------------------|--|------------------------|--------------------|--------------------|-----------------------------|---|---|--|
|        |  |   |                |   |                 |                     | Likelihood Score (1-5) | Impact score (1-5) | Overall risk score |                             |  | Likelihood Score (1-5) | Impact score (1-5) | Overall risk score |                             |   |   |  |
| 5      | Failure to adopt a Local Plan  | Reputational risks around not being able to agree a Local Plan. Impacts around not meeting the timeframe for submission of the Local Plan. Impacts on development management processes through protracted period with no up-to-date plan, likely speculative development. Infrastructure not being delivered. Potential for central Government intervention.  | F, R           | Director of Planning, Housing and Environmental Health                              | Apr-17          | Dec-25              | 4                      | 5                  | 20                 |                             | The Council has decided to continue progressing the Local Plan under the current legislative and National Planning Policy Framework (NPPF). It will be critical that the new plan is prepared in compliance with the regulatory framework and relies on a robust evidence base that meets the requirements of the NPPF so that the plan can be found to be sound at the examination stage. | 4                      | 4                  | 16                 |                             | Regular review of NPPF guidance to ensure continued compliance. Continued engagement with both Members and Public. Sufficient Resources, both Staffing and Financial to ensure completion within allotted time.   |   | Improving housing options for local people, whilst protecting our outdoor areas - develop a Local Plan which will ensure the provision of new homes in appropriate locations, focusing on tackling the need to deliver a range of housing for the whole community. |
| 6      | Recruitment and retention. Impact of loss of capacity to deliver services and Council priorities caused by numbers of staff retiring given age profile of the workforce, staff leaving due higher pay elsewhere, recruitment difficulties and skill shortages across key professional roles and uncertainty caused by LGR. Greater competition from the private sector and London Boroughs. Increase in rate of inflation and consequent pressure on level of pay award. | Lack of resources or the right skills to deliver required outcomes, loss of key professionals/senior officers due to pay constraints and pressures, reduced staff morale and quality of work, leading to financial loss, reputational damage and detrimental impact on staff wellbeing.   | F, R, S        | Director of Central Service and Deputy Chief Executive on behalf of Management Team | Apr-17          | Dec-25              | 5                      | 4                  | 20                 |                             | Review of staff resources and skills through service reviews and appraisal processes. Market Supplement Policy in assist with recruitment of difficult to resource staff. Workforce Strategy regularly reviewed, most recently March 2025.   | 5                      | 3                  | 15                 |                             | Meaningful annual pay awards to ensure the Council is competitive as an employer. Continued use of flexible retirement arrangements. Continued use of Market Supplement Policy. Succession planning identified for key staff. Structural reviews approved by Members on an ongoing basis. Increased review of training needs in run up to proposed Local Government Reorganisation. |   | HR Strategy (Inc. Workforce Development Strategy) & Savings and Transformation Strategy  |
| 15     | Local Government Reorganisation in Kent leading to the end of TMBC in March 2028.  | Uncertainty on the future of the Borough Council could lead to operational shortfall due to diversion or departure of staff.<br><br>New Unitary Council being burdened with historic County Debt<br><br>Maintaining core Current Council services during the transition and delivery of Council Priorities and Annual Service Plan<br><br>Current Council priorities & projects undermined by future spending constraints | F, R           | Chief Executive   | Feb-25          | Dec-25              | 4                      | 5                  | 20                 |                             | Close working at Leader and Chief Executive level.<br><br>Increased close working at Director level<br><br>Shared Strategic Partner to date to support a more joined up and collaborative approach<br><br>Regular briefings for Members and Staff  | 4                      | 4                  | 16                 |                             | Procure a new strategic partner for all Councils in Kent for the work up until Vesting Day in April 2028<br>Ensure that there are effective project and programme management arrangements in place<br><br>Continue to ensure Members and Staff are fully engaged<br><br>Set aside sufficient funding to support the implementation process  |   | All Strategies   |