

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				
4	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 around Statutory Consultees raising infrastructure matters which impacts on the ability to agree and submit a sound 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 Regulatory Services	Apr-17	Mar-26	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. Detailed discussions are on-going with Statutory providers, MHCLG and PINs to ensure any required mitigation measures are put in place to ensure a sound plan and ensure the necessary infrastructure is in place to meet the Local Plan need, however the current position from some infrastructure providers is that this is not achievable in line with Local Plan timescales.	3	5	15	↓	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. Any agreed mitigation measures are put in place at the earliest available opportunity to ensure infrastructure demands can be met. Ongoing lobbying of MHCLG officials and Ministers. Ongoing external legal advice on key matters.		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.
13	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.  New Unitary Council being burdened with historic County Debt  Maintaining core Current Council services during the transition and delivery of Council Priorities and Annual Service Plan  Current Council priorities & projects undermined by future spending constraints	F, R	Chief Executive	Feb-25	Mar-26	4	5	20	↔	Close working at Leader and Chief Executive level.  Increased close working at Director level  Shared Strategic Partner to date to support a more joined up and collaborative approach  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 Ensure that there are effective project and programme management arrangements in place Continue to ensure Members and Staff are fully engaged  Set aside sufficient funding to support the implementation process		All Strategies
15	Inability to make Development Management decisions due to evidence of insufficient infrastructure capacity.	Being unable to make a full range of Planning decisions due to evidence of insufficient infrastructure capacity would result in planning decisions being held up and backed up in the system. Reputational and financial implications could arise to the Council as a result of delays to the determination process leading to an increase in complaints, requests for refunds under the Planning guarantee, an increase in appeals and performance for applications falling with a risk of call in powers from the S of S (see risk 14). Further risks of Judicial Review if material matters are not addressed in Development Management decisions.	F, R	Director of Planning, Housing and Regulatory Services	Mar-26	Mar-26	5	4	20	NEW	Discussions on-going with Statutory providers to ensure mitigation measures can be put in place to ensure adequate infrastructure is in place to service the development. Precautionary approached being adopted where all DM decisions are being reviewed to ensure material considerations have been addressed and considered. Additional measures being adopted for major development to ensure sufficient capacity exists to meet the needs of the development. Developers being asked to consider specific infrastructure requirements for major applications individually. Agreed mitigation measures will be incorporated into schemes when these are agreed. Officers are requesting updated EOTs to manage expectations and reduce the risks associated with the Planning Guarantee.	4	4	18	NEW	We will continue to review all DM cases to ensure material matters have been addressed. As a result of on-going discussions with key statutory consultees and MHCLG this is likely to result in mitigation measures which will reduce the current risk score considerably. Consultancy and legal advice is being sought on measures to mitigate these issues. All current DM applications impacted by this issue are being informed and worked with.		Efficient services for all residents, maintaining and effective Council