

## Annex 4: Risk Analysis

Risk	Impact L/M/H	Probability L/M/H	Mitigating Actions
Resources	H	M	<p>Capacity within the Integrated Strategy Unit, City And Environmental Services and across the Council as a whole to deliver the programme is limited. It will be important to ensure a constant dialogue across the Council as a whole to meet the resource implications of the plan preparation.</p> <p>For staff resources, contingencies are in place (such as the redeployment of internal resources or 'agency' staff to cover a shortfall) to enable continuity in the programme in the event of a staff member leaving the employment of the Council.</p>
Duty to Cooperate	H	M	<p>Early and continued engagement with relevant parties to address cross boundary issues will be essential. Dialogue with neighbouring authorities and prescribed bodies at all key stages in the process will seek to minimise the risk. This will be particularly challenging for waste and minerals matters.</p>
Change in the local political agenda.	M	M	<p>There will be a need for early comprehensive Cabinet and stakeholder discussion to minimise risk, this will need to include ensuring wide agreement and 'buy-in' to the Local Plan Vision. In addition a cross party Member working group will be established to disseminate information and provide feedback</p>

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			<p>into the process.</p> <p>This will ensure Officers will have an understanding of potential issues and will be able to respond accordingly.</p>
<p>Objections to the Local Plan through consultation</p>	<p>H</p>	<p>M</p>	<p>Whilst the adopted SCI sets out an overall engagement strategy with all interested parties, there will remain some interests whose case will need to be considered at Inquiry. However the number and level of objections will not be known until the Local Plan has been submitted to the SoS and formally consulted upon, but it is likely that significant objections will remain.</p> <p>The front-loading of engagement with interested parties will seek to overcome as many objections as possible prior to the examination stage.</p>
<p>Potential viability issues on strategic and key allocations</p>	<p>H</p>	<p>M</p>	<p>Information on the viability and deliverability of Strategic Allocation and sites key to the implementation of the Plans overall Spatial Strategy will be considered at the earliest possible stage and where appropriate these sites will need to be removed from the trajectory and alternatives sought.</p> <p>Viability of sites may be affected by detailed costings of all Local Plan targets and policy requirements such as open</p>

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			space, affordable housing, education, transport infrastructure, sustainability standards, low emission infrastructure etc. To mitigate the viability assessment will be iterative so that draft policies can be tested and if necessary revised if too much development is unviable.
Lack of clarity about the full implications of the Localism Act	M	M	Several provisions of the Localism Act are yet to be enacted or put into effect in the local context. Continued engagement with national organisations such as PAS will be essential understanding implication along with close communications with relevant teams across the Council to address resource implications.
Lack of best practice in Local Plan preparation given its recent introduction	M	M	<p>Local Plans are relatively new the content and scope is relatively untested. Delays could occur to respond to practice and precedent. In addition it is important that the scope and level of detail is controlled to ensure that the work load surrounding the plan doesn't unduly expand again leading to delays.</p> <p>To ensure the plan meets statutory and regulatory requirements and accords with best practice engagement will be undertaken with organisations such as the Planning Advisory Service, CABE, English Heritage etc. Close monitoring and dialogue with other Local</p>

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			Authorities will also be essential.
Legal challenge to the plan	H	L	During the preparation of the plan we will engage with the Council's in house legal team to ensure it is fully compliant with statute and regulations.
Implications of decisions on major planning applications	M	M	<p>Dialogue with Development Management colleagues will be ensured in making recommendations to Members.</p> <p>In addition it will be important to ensure that the interim approach for DM described in paragraph 21 and 22 below fits with the emerging Local Plan Policy as well as the national policy context, the Council evidence base and appropriate and relevant aspects of RSS we wish to save.</p>