

Risk, Issue, Change and Lessons Learnt Log

Project Name	North Devon and Torridge Joint Local Plan
Project Manager	TBC
Sponsors	Ken Miles, CEx (NDC) and Steve Hearse, CEx (TDC)
Author of Log	Planning Policy Technical Officer (TDC)
Date	March 2024
Version	V1 March 2024

What is a Risk, Issue, Change and Lessons Learnt Log.

The R.I.C&LL Log is a document used to keep a record of any potential risks, already identified issues, records of changes made and any lessons learnt from the work which is being done. This is created before work starts and updated throughout.

A risk register and issues register are part of the R.I.C&LL document used during a project or process, in this case plan-making, and updated regularly to monitor any risks and issues associated with the work. The risk register holds a record of any risks identified which relate to the plan-making process at the current time; each risk is associated with an impact rating and a likelihood rating. The issue register sets out issues which have happened and require mitigation or management; issues raised are assessed with an impact rating.

The Councils keep this log to set out any potential risks and issues that are already known. This is to help understand anything which could cause a problem or a setback while working on any project. If such risks and issues are identified early on then they will be easier to mitigate and manage.

This register will be reviewed regularly throughout the plan-making process and kept up to date as anything changes. These can be recorded in the changes section of this log.

Current Impact Rating:

LOW | This will have little to no impact on the plan making process.

MEDIUM | This is likely to have some/moderate impact on the plan making process.

HIGH | This will have significant impact on the plan making process.

Current Likelihood Rating:

LOW | This situation could occur during the plan making process but is not very likely.

MEDIUM | There is a possibility this will occur during the plan making process.

HIGH | This is very likely to occur at some point during the plan making process.

Risks

A risk is something which has the potential to be an issue in the future although it does not necessarily have to become one.

The risks have been rated for their current **impact** and for how likely they are to happen:

- If the risk has a current impact of low then it will probably have little to no impact and will not be a large barrier in the plan making process;
- If this rating is medium it may have some impact, but this is still not going to be significant; and
- A high rating suggests that the impact could be significant and mitigation should be seriously considered.

The risks have been rated for the **likelihood** of each one occurring:

- If there is a low likelihood then it is unlikely to happen however it is not impossible that it will;
- A medium likelihood suggests that it could occur and is more likely to occur than to not; and
- A high likelihood is used for risks which will almost certainly become an issue during the process.

Using the mitigation and being aware of all risks can reduce the impact that each one could have on the plan making process. It is important to recognise that ratings will be kept under review and could change throughout the process.

Mitigation is a process or actions which can be taken to address risks and limit any impact which the identified risks could cause. Mitigation is a useful strategy which can reduce risk to a tolerable level therefore lessening the impact on a project.

Risk 1	National Changes to Policy The Government is committed to an extensive programme of planning reform, including ongoing changes to national planning policy.	
Description	The Government proposes introducing National Development Management Policies which are intended to carry the same weight as Local Plans in decision making and override Local Plans in case of conflict. Therefore, it is possible that National Policy changes could impact on the legitimacy of the Councils own local policies in the future. There is a chance that there will be further national changes throughout the plan making process, and this could impact how we are able to make decisions at a local level and what is acceptable and achievable through a local plan. Preparing policies and proposals as part of a local plan in an environment of a changing national policy context is challenging and has the potential to result in abortive work or result in disenfranchising communities and stakeholders if local approaches ultimately turn out to be unachievable.	
Rating	Current Impact Rating - HIGH	Current Likelihood Rating - HIGH
Mitigation	Local Councils can be involved in Government consultations on proposed changes and the Councils should respond where possible. It will be important to stay up to date with any changes being discussed and ensure that everyone is aware of how these could impact on work programmes and proposals. Maintaining an understanding of how changes, if implemented, will specifically impact North Devon and Torridge will be essential.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 2	Impact of change of Government/ General Election The Government is required to hold the next UK General Election no later than 28 January 2025.	
Description	A General Election could result in a change of direction within the planning system and the current programme of planning reform, whether the current leadership changes or remains the same. If leadership changes or there is no majority Government, there is likely to be further uncertainty, delays or changes introduced in the reforms to the plan-making process and wider national planning policy approaches.	
Rating	Current Impact Rating - HIGH	Current Likelihood Rating - HIGH
Mitigation	A General Election will happen so the Councils will need to be responsive to any changes which are implemented as a result. It will be important to stay informed, communicate any changes and react accordingly. Officers can respond to consultations where appropriate to understand potential changes and give opinions in order to try and influence any future changes for the benefit of the Councils and northern Devon's communities. The Councils should seek to risk assess and prioritise work that is less likely to be subject to change in order to minimise scope for abortive work.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 3	<p style="text-align: center;">Changing Local Political Context Local Elections taking place during the process could create change to the political context in terms of leadership/committees.</p>	
Description	<p>There may be political changes at a local level as well as nationally; Local Elections can take place during the plan making period which are currently anticipated in May 2027. This could result in a change of leadership at either North Devon or Torridge and would have the potential for the political split on committees to change, the potential for changes to local priorities and/or the risk of planning and plan-making becoming politicised. Purdah periods may impact timelines. Devolution process has the potential to alter political environment, funding opportunities and relationships between stakeholders.</p>	
Rating	Current Impact Rating - MEDIUM	Current Likelihood Rating - MEDIUM
Mitigation	<p>Keep appraised of likely timings of political processes so that any disruption from elections can be minimised and factored into work programme. Ensure that everyone is aware of purdah periods; everyone should know when these are and what can or cannot be done during purdah. Recognise how a change of political control could impact on plan making and be prepared for any changes which may result. Ensure that changes are effectively communicated with all Officers and Members. Seek to establish cross-party support for plan-making process and any agreed policy approaches, seeking to minimise the risk of politicisation of plan making process and likely changes of direction resulting in changes of political control.</p>	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 4	Local Devolution Deals Such deals could result in a change to structure or add complexity and change to plan-making for Local Authorities.	
Description	The Devolution Deal for Devon has now been signed with the intention of having a Combined County Authority. Whilst this will not alter the local planning authority responsibilities of the Councils, it has the potential to add additional complexities and introduces the scope for the further politicisation of plan-making and associated issues.	
Rating	Current Impact Rating - LOW	Current Likelihood Rating - MEDIUM
Mitigation	Ensure that potential impacts and opportunities arising from Devolution and the Combined County authority are identified and communicated to relevant officers, elected Members, communities and stakeholders as they arise. Seek to ensure that consideration of these is incorporated into plan-making as appropriate. Ensure that those involved in the devolution deal are appraised and aware of the potential implications on plan-making and seek to influence for the benefit of the Councils and northern Devon's communities.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 5	Stakeholder/Consultant/PINS Capacity Consideration should be given to the role such people have in the process and the time they may need give when consulted.	
Description	Internal and external stakeholders and other parties involved or engaging on the preparation of a new Local Plan are likely to have other workloads and priorities. Consultants required at certain stages of plan-making may be unavailable when we need them or organisations may not have the right expertise free at the right time. Planning Inspectorate (PINS) capacity will be important given the proposed use of Gateway Assessments and the potential for a surge in local planning authorities seeking to prepare, examine and adopt plans. Consultation fatigue or delays in responding due to limited capacity is a further risk to consider as people may not be able to respond on time or may not see it as a priority.	
Rating	Current Impact Rating - MEDIUM	Current Likelihood Rating - MEDIUM
Mitigation	It will be important to try clearly setting out the timing, scope and nature of work required from communities, stakeholders, consultants and to communicate this as soon as possible. Need to respect other work that people will be doing and avoid an overload of information and requests – ensuring that as far as possible, adequate notice and time is provided for responses. Plan for being unable to get a response within preferred timelines and if possible, have an alternative plan. Ensure that what is being asked of stakeholders or consultees is not unreasonable and continue to keep good relationships with those we request work or responses from.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 6	Officer Capacity Relating to the capacity of the Councils own Officers whether within the policy teams or other departments.	
Description	During the plan making process support and input will be needed from various Officers and specialists. These Officers may be unavailable when needed due to other work, both planned and unexpected. There is a risk that unexpected work could impact on the availability and capacity of Policy Officers at North Devon and Torridge. This may include work such as Neighbourhood Plans or supporting planning appeals which would require Officer time.	
Rating	Current Impact Rating - LOW	Current Likelihood Rating - MEDIUM
Mitigation	Where other Officers are required during the process, they should be approached as soon as possible and provided them with notice in order to allow them time to fit requests around their other work. Within the policy teams, work programmes should be clear, tied to an understanding of capacities and kept under review. Managers should clearly communicate what is expected from their teams and ensure that everybody is clear on work that has been set out for them. Regular team meetings will support this and allow any changes or new work to be communicated. Officers will then understand their own workload and have an opportunity to hear what others are doing. Team meetings could be joint with North Devon and Torridge meeting together on a less regular basis to discuss progress.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 7	Loss of Key Members of Staff Loss of staff within the Council for any reason or duration, especially key staff relied upon for plan-making work.	
Description	Loss of key members of staff could occur during the plan making process and could be short term or long term; resulting in the loss of capacity or latent knowledge. Loss of staff members could be due to illness, long term sick leave, other reasons for leave or because someone chooses to leave their role. This risk applies to the policy teams as well as other relevant teams within the Council and other stakeholders which we rely on for support whether this is technical or another resource. Risk is increased because of challenging recruitment environment and the fact that specialist knowledge and expertise often resides with a small group or particular individuals.	
Rating	Current Impact Rating - HIGH	Current Likelihood Rating - MEDIUM
Mitigation	Officers should communicate with their manager as soon as they are aware of anything which could impact on work due to absence. If staff hand in notice there will be a notice period where there is an opportunity for managers to discuss options although it seems that keeping a fully resourced team will be most beneficial. It should be communicated to teams if key members of staff from other departments are leaving so that we can plan accordingly or understand how much impact it will have on plan making. Embed proactive succession planning into business planning and seek to reduce potential for single points of failure by ensuring, so far as possible, distribution of critical knowledge and expertise to multiple individuals, through effective recruitment and retention approaches and the application of effective information management.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 8	Officer Health and Wellbeing Relating to the health of all Officers involved; also considering the general wellbeing of all involved.	
Description	Plan-making is a complex and often high-pressure activity, in an environment with prescribed and often immovable deadlines and covering often contentious and high-profile issues. There is a risk that the plan-making process will affect the health and wellbeing of the teams working on the new Local Plan. This may occur during stressful periods within the process or be related to other issues outside of work. General staff wellbeing should be considered as this could lead to losses of staff, an unmotivated team or long-term sickness periods; potentially resulting in poor outcomes for the Council and northern Devon's communities.	
Rating	Current Impact Rating - MEDIUM	Current Likelihood Rating - LOW
Mitigation	The wellbeing of everyone involved in the plan making process is important and issues caused by the work itself can be reduced. Setting out timelines where possible can help Officers to manage their time well; ensuring an understanding of the overall process will enable everyone to see how their work is useful. Managers should encourage regular breaks and ensure that no team members are spending excessive time on work. Although there will be deadlines to manage it is important that these are not causing too much stress and if this is the case, managers should be made aware. Communication among teams will be key to managing general wellbeing throughout the process. Sick leave of any length cannot be helped/mitigated but Officers should keep managers informed as much as appropriate.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	
Risk 9	Unable to Reach Agreement on Critical Matters There may be committees where agreement cannot be reached due to a conflict in opinions or political background.	

Description	<p>Plan-making requires decisions to be taken on complex and often controversial matters that may be high profile and subject to divergent opinions. Recommendations taken to committee for Members to vote on may not always be agreed and this could affect timelines and increase workload. Joint working between North Devon and Torridge could be strained if agreement cannot be reached on particular matters. There could be disagreement between Senior Management, Officers and Members as to appropriate approaches and outcomes. Committee cycles could mean that being unable to agree a critical decision adds time to the process as it would require changes before being returned to a future committee. Potential for desire to take an approach that would be unlawful or contrary to national policy or guidance, risking the progression of an unsound plan.</p>	
Rating	Current Impact Rating - LOW	Current Likelihood Rating - MEDIUM
Mitigation	<p>Encourage joint working and open dialogue at both Officer level and with/ amongst Members to ensure that relevant individuals are fully informed when making decisions. Ensure that opportunities exist for open and honest discussion at committees such as the Joint Planning Policy Committee (JPPC) and make the content of reports clear, with adequate time for consideration and discussion. Officers should be prepared to answer questions around their reports and Members should ensure that they read and understand reports, asking questions and challenging where they require clarity. Ensure that adequate specialist advice is available and provided (such as legal) to ensure that decisions are appropriately informed. If agreement cannot be reached, work proactively to come to an appropriate resolution in a timely manner through advice, negotiation or re-consideration.</p>	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 10	Spread of Misinformation	
	Misinformation is false or inaccurate information and this may be spread unintentionally or deliberately by any individual or group.	
Description	The preparation of a local plan is complex, covering a significant range of matters that are often controversial, sensitive and have the potential to impact on many people's day-to-day lives. If anybody involved in the creation of a new Local Plan does not completely understand the process of certain elements of the plan then, this complexity and sensitivity could lead to misinformation being spread, either inadvertently or maliciously. This could be spread among Officers, Members or to the public with potential to create tensions between the Council and members of the public. Communicating change will be important as with a new plan there is a chance names and terms used will change, along with the emergence of new ideas, options and proposals and this could cause confusion, resentment and misunderstanding if not clearly explained to everyone.	
Rating	Current Impact Rating – MEDIUM	Current Likelihood Rating – LOW
Mitigation	Officers and Members should make every effort to understand the new Local Plan or at least specific elements if they are going to communicate certain information to the public. Important to have clear communication strategies in place that have regard to the potential significance and sensitivity of particular matters and that are tailored to the particular requirements of individuals and the audience – using appropriate media and considering timing and messaging. Ensure that Members and senior management are informed and engaged, acting as advocates and conduits for information and feedback. If any Member needs clarification they should seek this from relevant Officers who should be prepared to clearly explain. It is important to communicate anything of significance clearly among Officers, Members and the public to create good relationships among those groups of people. If there is a strong understanding of the Local Plan and associated documents/work it will be easier for the public to relate to planning work going on in their own communities. It is also important to communicate opportunities for the public to be involved where this becomes relevant during the process.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 11	Community Apathy Local people may not be interested in plan-making even when it could affect them in some way; locals may not respond to consultation.	
Description	Lack of interest or enthusiasm among local groups and communities in plan-making is possible; allied to a disillusionment with planning, politics and local government, resulting in a sense of being disenfranchised. This would make engagement more difficult as people who may have opinions, may not wish to engage and want to share their opinions. Engagement may be seen as boring or a pointless exercise with unclear messages, coupled with misconceptions and misunderstandings, around plan making having the potential to exacerbate this. Some groups may feel left out of work happening at Councils and others may be difficult to engage with; reaching everyone to be representative of all sectors of the community could be difficult.	
Rating	Current Impact Rating - MEDIUM	Current Likelihood Rating - MEDIUM
Mitigation	Officers should ensure that appropriate engagements methods and approaches are utilised to gain the interest of communities and local groups. It will be important to have a clear message and reassure all parties that their views and opinions are important, including through the use of feedback. Discussion will be necessary around how all members of our communities can be engaged effectively and efficiently in order to enable responses from a wide variety of people.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Risk 12	Potential for Imposition of Digitalisation Requirements /Standardisation The Government is looking at digital improvements and services so this could soon become standardised with new rules to comply with.	
Description	With the ongoing application of modern technology being increasingly used to improve government services it is likely that there will be further changes in the future. Digital transformation is likely at all levels of Government and Councils could see a move to new standardisation rules and potentially a move to new prescribed software or processes to comply with the new standardisation. This could apply to documents we publish, engagement methods and the collection, processing and presentation of data.	
Rating	Current Impact Rating - LOW	Current Likelihood Rating - HIGH
Mitigation	Officers should stay up to date with new changes if and when they happen and make sure that all work, processes and outputs are compliant with any new legislation or requirements. If new software is made mandatory it should be procured and implemented as soon as possible with any relevant training provided. North Devon and Torridge should both make use of any existing skills in the policy teams and recognise that there may be new skills not present for previous consultation and engagement events; requiring the up-skilling of staff or the commissioning / use of other resources. Need to be responsive to emerging requirements, recognising that this may have impacts on resources, timings, training and budgets.	
Date and person Raising Risk	DD/MM/YYYY	NAME
Risk Owner		
Latest Update		
Status	OPEN/CLOSED	

Issues

An issue is a challenge which already exists and is currently causing problems or will be an underlying issue during the project.

The issues have been rated for their current impact:

- Issues with a rating of low are not currently considered likely to have much of an impact on the plan-making process but are something to be aware of;
- Issues with a medium rating are more likely to be a problem or create barriers in the process; and
- A high rating suggests an issue which could have a significant impact on plan making.

Each issue has actions required which could potentially help reduce the impact of each issue. It is important to note that ratings could change throughout the plan-making process and will be kept under review.

Issue 1	Plan-making Reforms Relating to government reforms around planning and plan-making as a whole, including processes involved in plan-making.	
Description and Implications	The Government has embarked on a comprehensive programme of planning reform, including the process of plan-making. It is important to recognise the level of uncertainty around outcomes as this is still ongoing. Uncertainty may be around the future of the plan-making process as well as the content and timings associated with local plans. Anticipated transitional arrangements, such as grouping Local Authorities into waves, may impact on when we can formally carry out plan-making. This could risk carrying out abortive work or finding that work is misaligned to any new requirements.	
Rating	Current Impact Rating - HIGH	
Action Required	Response to government consultations will be important as this is an opportunity to influence reforms. Lobbying to ensure that northern Devon's and the Councils priorities/requirements are understood is of high importance especially if the Governments proposals can be influenced to bring benefit to our area. It is vital that the Councils can manage expectations around timelines for plan-making, what is required and what can be achieved. Councils should also consider the impact that reforms may have on skills, costs and resources. Avoiding abortive work can be achieved by planning a work programme which can reduce the risk of work becoming redundant.	
Date and person Raising Issue	DD/MM/YYYY	NAME
Issue Owner		
Latest Update		
Status	OPEN/CLOSED	

Issue 2	<p style="text-align: center;">Managing Complexities of Plan-Making Programme Highlighting the importance of recognising the nature of plan-making and the challenges always present in the process.</p>	
Description and Implications	<p>Previous experience of preparing a Local Plan has shown that developing a detailed and prescribed project programme is challenging given the bespoke nature of plan-making, its cyclic and iterative nature and the significant interdependency of tasks and considerations. It is likely that project programmes will need to be more dynamic, being responsive to changing internal and external factors and impacting on our own committee cycles.</p>	
Rating	<p style="text-align: center;">Current Impact Rating - MEDIUM</p>	
Action Required	<p>Set out a project timeline with clear deadlines for when we expect to have work completed. Managers should be clear about deadlines which have the most importance and ensure that Officers all have a reasonable workload. As soon as government changes have an impact the timelines should be updated with changes communicated to everyone. Understand that flexibility may be required if reports need reworking and cause delays or where larger parts of the process take longer than expected. Timelines should initially be realistic and clear to all involved. Will be important to be responsive to internal and external factors that could impact on the programme, considering implications and appropriate changes, having regard to task dependencies and critical milestones. Consider the application of responsive and flexible project management practices and the creative and dynamic deployment of resources.</p>	
Date and person Raising Issue	DD/MM/YYYY	NAME
Issue Owner		
Latest Update		
Status	OPEN/CLOSED	

Issue 3	<p style="text-align: center;">Local Government Finance The finance we may need to apply for to support work or consultation during the plan-making process.</p>	
Description and Implications	<p>Local Government finance is subject to significant pressures and plan-making requires the commitment of significant resources; the resources may be either directly through the deployment of staff or through the provision of services, support and other associated costs. Councils should recognise the multi-year commitment of plan-making and understand that this spans beyond current government settlement periods. Being unable to apply for or subsequently not receiving enough funding could impact plan making if we require any additional funding for specific work within the plan-making process.</p>	
Rating	<p style="text-align: center;">Current Impact Rating - LOW</p>	
Action Required	<p>Councils should recognise the need to plan for and then budget appropriately for all plan-making activity. This includes consideration of possible contingencies, recognising the uncertainty around the process and understanding what may be required for a variety of possible outcome There is a requirement to scope work carefully and to ensure that this is efficient and effective.</p>	
Date and person Raising Issue	DD/MM/YYYY	NAME
Issue Owner		
Latest Update		
Status	OPEN/CLOSED	

Issue 4	<p style="text-align: center;">Experience Within the Team</p> <p>Mix of experience in the teams with some who have not previously worked on a local plan and a few with much more experience.</p>	
Description and Implications	<p>The planning policy teams of the Councils have a high proportion of staff who have not previously been involved in the preparation of a local plan, although this is complimented by a small number of highly experienced staff. Creating a new local plan will be a learning experience for many of the team and may require further support from more experienced staff. Whilst the team are highly capable, knowledgeable and motivated, there is the potential for tasks requiring the provision of extended timeframes or the commitment of additional resource to enable and recognise the need for up-skilling and learning. Likely pressures and points of potential failure associated to demands placed on key members of experienced staff.</p>	
Rating	<p style="text-align: center;">Current Impact Rating - LOW</p>	
Action Required	<p>Important to recognise relative experience of staff resources when development project programme and ensure that appropriate margins are applied. It is important to recognise any new skills within the team and ensure that all Officers are supportive of each other. Less experienced Officers should ask questions and get involved where relevant to gain a good understanding of the process and offer their specialist skills to the project where they feel they may be useful. More experienced staff should discuss how best to use the team available and be willing to help where necessary and ensure that everyone knows what they are doing at each stage.</p>	
Date and person Raising Issue	DD/MM/YYYY	NAME
Issue Owner		
Latest Update		
Status	OPEN/CLOSED	

Issue 5	<p style="text-align: center;">Wider Workloads Relating to the work Officers will need to undertake which is not necessarily directly related to plan-making.</p>	
Description and Implications	<p>Officers already know they will have other work to complete alongside the plan making work. This could be work on related subjects such as new Neighbourhood Plans or could be statutory work such as annual monitoring reports. Annual reports can require a lot of officer time to gather data and write up; neighbourhood plans have the potential to take time, especially if more than one is submitted at once.</p>	
Rating	<p style="text-align: center;">Current Impact Rating - LOW</p>	
Action Required	<p>Need to identify and factor in wider workloads and commitment of resource into project planning. Officers will need to organise their own workloads and be clear on who works on different reports and other work throughout the year. Managers should be informed if there are any difficulties completing any work due to conflicting deadlines. Councils should seek efficiencies in working practices and limit discretionary work that has limited value to allow Officers to easily manage workloads. Making use of current technology and best practise has the potential to help improve processes for plan-making and wider workloads. All involved should look to be responsive in the application and deployment of resources.</p>	
Date and person Raising Issue	DD/MM/YYYY	NAME
Issue Owner		
Latest Update		
Status	OPEN/CLOSED	

Issue 6	<p style="text-align: center;">Disruption Due to Major Events</p> <p style="text-align: center;">Could be COVID related or be disruption due to a new pandemic or other event which causes disruption or changes to working practices.</p>	
Description and Implications	<p>The COVID pandemic has shown the potential for significant disruption to operations and working practices. Changes were arising from unforeseen circumstances outside of the control of the local planning authority. As well as the potential for something new, COVID is still an issue as people still become unwell with the illness. This could lead to people requiring sick leave or wanting to work at home to protect others. It should be recognised that COVID is still around and a return of restrictions cannot be ruled out. A new pandemic or other major event cannot be ruled out. If any restrictions return it could have an impact on timelines due to the disruption caused and the inability to engage as planned.</p>	
Rating	<p style="text-align: center;">Current Impact Rating - LOW</p>	
Action Required	<p>Maintain the risk register having regard to emerging external risks. The Councils do have the benefit of managing flexible working practices during COVID lockdowns and should therefore be able to do so again in a similar way. Making use of technology would allow improved flexible working practices such as collaboration through SharePoint, meetings on MS Teams and sharing of work in cloud-based software. There is a need to consider contingency planning and ensure regular review of programmes as well as potential for minimising single points of failure.</p>	
Date and person Raising Issue	DD/MM/YYYY	NAME
Issue Owner		
Latest Update		
Status	OPEN/CLOSED	

Change Log

The change log below can be used to monitor and record any required changes during the plan making process. Where changes are made they should be assessed to determine any issues or risks raised and consideration to the mitigation of this should be given. Changes which will have a significant impact should be communicated to the project manager.

Change 1	Change Title	
Description		
Date and Change Owner	DD/MM/YYYY	Name
Latest Update		

Lessons Learnt Log

The lessons learnt log should be used to record lessons learnt throughout the plan making process. These can be added by anyone who has noticed an area where a change helped or hindered the work and could be considered a lesson learnt. This could help future work on this plan making process or for other projects outside of this work.

Lesson 1	Lesson Learnt Title
Lesson Learnt	
Date	DD/MM/YYYY
Recommendation	
Contacts	