SHROPSHIRE COUNCIL
LOCAL DEVELOPMENT SCHEME 2017

1. Introduction

What is a Local Development Scheme?

1.1 The Shropshire Local Plan currently comprises the Core Strategy (adopted 2011) and the Site Allocations and Management of Development (SAMDev) Plan (adopted 2015), together with the adopted Neighbourhood Plans for Much Wenlock and Shifnal. These documents set out proposals for the use of land and policies to guide future development in order to help to deliver the sustainable growth in Shropshire for the period up to 2026.

1.2 The LDS is the 'Project Plan' that identifies the documents the Council will prepare as part of the Local Plan over the next 3-year period. The Local Development Scheme (LDS) explains:

- The purpose of the Local Plan documents;
- The resources the Council will require; and
- Timescales for producing Local Plan documents, including when public consultation will take place.

1.3 This LDS will cover the period 2017 to 2020. It replaces the existing LDS draft LDS (October 2014). The LDS will be kept up to date by considering the need to revise it on an annual basis.

1.4 The LDS can be viewed:

- On the Shropshire Council website at: http://shropshire.gov.uk/planning-policy/local-plan/local-development-scheme-(lds)/
- At the Council's office at Shirehall, Shrewsbury

1.5 Individual documents may be reviewed as directed in regulations or when monitoring indicates that this is required.

Why is the LDS being amended?

1.6 The main changes are due to:

- The need to ensure that the Local Plan is kept up to date and consistent with changes in national policy guidance;
- To update key elements of the evidence base

If I need further information about the LDS, who should I contact?

1.7 Further advice on this LDS or other planning policy documents can be obtained from the Council's Planning Policy team on 0345 678 9004 or email: planning.policy@shropshire.gov.uk

2. The Development Plan and Related Documents

2.1. The statutory Development Plan for Shropshire comprises:

- The Local Plan which is prepared by Shropshire Council and is subject to independent testing by the Planning Inspectorate; and
- Neighbourhood Plans prepared by local communities and subject to testing by an independent examiner.

2.2. More detailed advice or guidance on the policies in the Local Plan may be provided through the preparation of Supplementary Planning Documents (SPD's) which are subject to rigorous community involvement, but are not subject to independent testing and do not form part of the statutory Development Plan.

2.3. The stages of preparing a Local Plan comprise:

1.Pre-production	Evidence gathering stage to develop the evidence base to inform the preparation of a 'sound' Local Plan.
2. Production	Preparation of Issues and Options by involving the community and other stakeholders and consultation on these. A final or Pre-Submission draft version of the Local Plan is prepared for gathering representations on 'soundness' for the Examination. Should significant new issues be raised there is the opportunity to go back to a previous stage before submitting the Local Plan for Examination to the Secretary of State in the light of the representations received.
3. Examination	Independent examination by a Planning Inspector to consider the 'soundness' of the Plan;
4. Adoption	The Inspector prepares a report possibly with modifications to make the Local Plan sound which may require further consultation. Once undertaken if required the Council adopted and publish the Local Plan.

2.4. The stages of preparing a Neighbourhood Plan comprise:

1.Designation	The qualifying body submits an application to designate a neighbourhood area to the local planning authority, which publicises and consults on the area application for minimum of 6 weeks;
2. Production	The qualifying body develops proposals advised by the local planning authority. This comprises: • gathering baseline information and evidence; • engaging and consulting with those living and working in the neighbourhood area and those with an interest in or affected by the proposals (eg service providers) • talking to land owners and the development industry • identifying and assessing options

	• determining whether a plan or an Order is likely to have significant environmental effect • starting to prepare proposals documents
3. Pre-submission consultation	The qualifying body invites representations on the draft plan and considers consultation responses and amends it if appropriate. The qualifying body prepared a consultation statement.
4. Submission to the Local Planning Authority	The qualifying body submits the plan to the local planning authority, which checks that submitted proposal complies with all relevant legislation. If the local planning authority finds that the plan or order meets the legal requirements it: • publicises the proposal for minimum 6 weeks and invites representations; • notifies consultation bodies referred to in the consultation statement; • appoints an independent examiner (with the agreement of the qualifying body)
5. Independent Examination	The local planning authority sends the draft plan and representations to the independent examiner, who undertakes examination and issues a report to the local planning authority and qualifying body. The local planning authority publishes the report and reaches its own view on whether to send the plan to referendum.
6. Referendum and Making the neighbourhood plan	Shropshire Council publishes an information statement and a notice of referendum. Polling takes place and the results are declared. Subject to the results, the local planning authority 'makes' the neighbourhood plan, bringing it into force.

2.5. The process of preparing Supplementary Planning Documents (SPDs) is shorter and does not involve independent examination:

1. Preparation of Draft SPD	Includes evidence gathering and the involvement of the community and stakeholders from an early stage.
2. Consultation on Draft SPD	Representations invited on a published draft.
3. Adoption	Council considers representations received and finalises SPD before adoption.

2.6. Accompanying the Local Plan documents will be additional documents describing:

- The sustainability implications of the new documents (*Sustainability Appraisal* or SA which incorporates *Strategic Environmental Assessment* or SEA).

- A *Habitat Regulations Assessment* or HRA, assessing the implications of development for European sites in and adjoining the Plan Area. This will include *Appropriate Assessment* as necessary.
- A *Statement of Community Involvement* or SCI which shows how Shropshire Council intends to achieve continuous and meaningful community involvement in the production of Local Plans to help build consensus regarding their content.
- The results of annual monitoring (*Authority's Monitoring Report* or AMR).

3. Purpose and content of the Local Development Scheme

3.1 This document is the Council's 'Project Plan' for the period from 2017 to 2020. Its main purposes are:

- To inform the community and other stakeholders of the Local Plan documents for the area and the timescales they can expect for their preparation and subsequent review, and;
- To establish the Council's priorities for the preparation of the Local Plan and its associated work programme.

3.2 The LDS sets out:

- The Local Plan documents that are to be prepared over the forthcoming 3-year period to replace existing policies;
- The current Local Plan documents which make up the statutory Development Plan for Shropshire and any existing policies that will be saved;
- The subject matter and the geographical area to which each document relates;
- Supplementary Planning Documents (SPDs) that are to be prepared over the forthcoming 3-year period to clarify and provide further guidance;
- Which organisation is to lead the process of each document preparation and which, if any, are to be prepared jointly with other local planning authorities;
- The arrangements for monitoring of the Local Plan.

4. Structure and Operation of the Shropshire Local Plan

Local Plan Review

4.1 The Council considers that to provide further certainty and clarity for development and investment, it is sensible and pragmatic to carry out an early review of the Local Plan. Reflecting the advice in Paragraph 153 of the National Planning Policy Framework (NPPF) for flexibility to respond to changing circumstances and as acknowledged by the Inspector for the SAMDev Local Plan document in her Inspectors Report (October 2015).

4.2 An initial draft scope and timetable is set out in this LDS. However, this may change in response to changes in the evidence base; changes in national government policy and guidance; and Council resources. The LDS will therefore be kept under regular review.

4.3 The draft content and programme for review and production of the Local Plan and associated evidence base are set out in the Schedule of Proposed Documents (Table 1) which follows this section and the Individual Document Profiles in Appendix 1.

Table 1: SCHEDULE OF PROPOSED DEVELOPMENT PLAN DOCUMENTS

Document Title	***Status (Local Plan/SPD)***	***Brief Description***	***Chain of Conformity***	***Date of Issues & Options Consultation***	***Date for Submission to Secretary of State***	***Proposed Date for Adoption***
Local Plan Review 2016-2036	Local Plan document	Document identifying revised growth requirements and additional sites proposed to deliver this growth during the revised plan period.	General conformity with National Planning Policy Framework (NPPF) and National Planning Practice Guidance (PPG)	January 2017	December 2018	March 2020
Neighbourhood Plans	Dev Plan document	Neighbourhood Plans setting out local objectives, development management policies and allocations	Core Strategy, SAMDev, future Local Plan documents	tbc	tbc	tbc

4.4 The current (adopted) Local Plan for Shropshire comprises:

Core Strategy

4.5 The Core Strategy sets out the approach and strategic framework for development in Shropshire. It incorporates the spatial elements of the Sustainable Community Strategy and other corporate strategies. The Core Strategy underwent independent examination during November and December 2010 was found to be "sound" and adopted by Shropshire Council in March 2011. The Core Strategy:

- Sets out the broad community vision and spatial strategy;
- Identifies key strategic sites for development;
- Sets out a settlement strategy, with criteria-based policies to enable development to come forward;
- Provides strategic guidance for development management in conjunction with national and other guidance but does not contain numerous development control policies; and
- Sets out an investment/implementation plan, including priorities and mechanisms for infrastructure delivery.

4.6 Further information on the adopted Core Strategy can be found via: http://shropshire.gov.uk/planning-policy/local-plan/core-strategy-2006-2026

Site Allocations and Management of Development (SAMDev)

4.7 Although strategic site allocations are set out in the Core Strategy, it is necessary to ensure that sufficient land is allocated specifically to meet Shropshire's needs for housing employment, retail and services. In particular, it is imperative that we can meet housing needs and the government requirement to identify a 5 year supply of available housing land. It is also important to ensure that the range of strategic policies in the Core Strategy is complemented by a suite of more detailed policies in this Local Plan document. This is to make sure there are no 'gaps' with national and regional policies and that a suitable policy framework is in place to enable a 'development management' approach to be delivered.

4.8 Therefore a single Site Allocations and Management of Development (SAMDev) Local Plan document for Shropshire was prepared. It was not the intention to identify every single site for development over the next 15-20 years, as criteria-based policies within the Core Strategy and SAMDev provide a framework for additional sites to come forward. The SAMDev was examined during November and December 2014 and adopted in December 2015.

4.9 Further information on the SAMDev Local Plan document can be found via: http://shropshire.gov.uk/planning-policy/local-plan/samdev-plan-2006-2026/

Saved Policies

4.10 Whilst the Local Plan Review will result in a new, single Local Plan document, many of the existing policies in the Core Strategy & SAMDev do not need to be amended and will be carried forward. The review will focus on key areas of change, including options for the level and distribution of new housing and strategies for employment

growth during the period to 2036, together with any amended policies and new site allocations which are needed to demonstrate that these requirements can be delivered. The existing Core Strategy & SAMDev Plan will remain in force until any new Plan is adopted which is anticipated around 2019.

Neighbourhood Plans

4.11 Parish and Town Councils can prepare Neighbourhood Development Plans (NDPs) putting in place policies to guide the future development of the area. Shropshire Council has a legal duty to support the preparation of any NDP, including the provision of information and evidence, advice on sustainability assessment, the appointment of a suitable person who will publicly examine the NDP and holding a referendum within the area covered by the NDP.

4.12 Neighbourhood Plans have currently been prepared and adopted for the towns of Much Wenlock and Shifnal, although they are also being prepared in a number of other parts of the county.

4.13 Any NDP must be in general conformity with 'strategic policies' in the Local Plan and with national policy. NDPs are not able to propose lower levels of development than those set out in up to date Local Plans but could propose higher levels. Before an NDP is adopted it must be subject to a referendum. If over 50% of the votes are in favour the local planning authority would have a duty to 'make' (adopt) the NDP.

4.14 The Much Wenlock Neighbourhood Plan sets out a range of locally derived and supported objectives to be delivered through locally specific development management policies and a housing targets rather than a site allocation. The NP successful passed a referendum in May 2014 (85% in favour) and was adopted or 'made' by Shropshire Council in July 2014.

4.15 The Shifnal NP sets out a range of locally derived and supported objectives to be delivered through locally specific development management policies. No housing site allocations are proposed and the plan's aspirations are limited to infill developments within the settlement boundary. The NP successful passed a referendum in September 2016 (93% in favour) and was adopted or 'made' by Shropshire Council in December 2016.

4.16 Further information on neighbourhood planning can be found via http://shropshire.gov.uk/planning-policy/much-wenlock-neighbourhood-plan/

Authority's Monitoring Report

4.17 An Authority's Monitoring Report (AMR) is a requirement of every planning authority and should be published in December of every year. The Council will monitor annually how effective its policies and proposals are in meeting the vision and objectives set out in the Core Strategy. It will aim to prepare an AMR before 31 December each year that will cover the previous financial year (1 April to 31 March). The task of monitoring and producing the AMR will, in effect, become part of the process of maintaining an up to date evidence base and tracking plan-making progress.

4.18 The AMR will include:

- A survey and review of the area's characteristics, including: published statistics that help paint a social, environmental, economic, physical and demographic background; and local indicators on particular local issues, concerns or policy objectives;
- Whether the Council is meeting, or is on track to meet, the targets and milestones set out in the LDS, and if not the reasons why;
- An assessment of the extent to which policies in the Local Plan are being implemented and, if not, the reasons why;
- The actions required to address any identified issues (the AMR itself will not revise or amend policies, but it will set out the steps the Council will take to address those issues, e.g. bring forward a review); and
- Indicate whether any new Local Plan documents need to be prepared.

4.19 The latest AMR covering the financial year 2015-2016 was published in January 2017. Further information can be found at: http://shropshire.gov.uk/planning-policy/annual-monitoring-report-(amr)/

Supplementary Planning Documents

4.20 Supplementary Planning Documents (SPDs) are intended to expand upon policy or provide further detail to policies in adopted Local Plan Documents. Supplementary Planning Documents replace the old system of supplementary planning guidance, but act in a similar way. SPDs give further information to the policies contained in the development plan documents, and can cover a wide variety of issues. The Council currently has three adopted SPDs: The Developer Contributions SPD and Sustainable Design SPD (both adopted in 2011); and the Type and Affordability of Housing SPD (adopted in 2012). A draft version of an updated Type and Affordability of Housing SPD has been prepared and it is anticipated this will be finalised and adopted in December 2017. Whilst SPD's have also been drafted to provide additional guidance to support Local Plan policies on the Historic Environment and the Natural Environment, further progress with these documents is currently a lower priority than the Local Plan Review.

4.21 Further information on Shropshire Council's SPD's can be found via: http://shropshire.gov.uk/planning-policy/supplementary-planning-documents-(spds)/

5 Community Infrastructure Levy

5.1 The Community Infrastructure Levy (CIL) is a charge on new development to help fund supporting infrastructure. The CIL process is closely related to but not part of the statutory planning framework. Statute for the CIL is provided by Community Infrastructure Levy Regulations 2010 (as Amended). Shropshire Council's CIL levy is based on the size, type and location of new development. CIL liability is calculated using the Gross Internal Area of a development. In order to secure the necessary

infrastructure funding, Shropshire Council have an adopted Charging Schedule in place and have been implementing the CIL since 1st January 2012. The Charging Schedule sets out CIL rates per square metre of floorspace for all open market residential development only.

5.2 No review of the Council's CIL Charging Schedule is currently proposed, but may be required in future in response to changes in national legislation announced in the recent Housing White Paper. Further information on CIL can be found via: http://shropshire.gov.uk/CIL

Table 2: Preparation Programme

Document	2017												2018												2019												2020	
	Jan	Feb	Mar	Apr	May	Jun	Jly	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jly	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jly	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Annual Monitoring																																						
Annual Monitoring Report including Local Aggregates Assessment												P												P												P		
5 Year Housing Land Supply Statement								P												P											P							
Shropshire Local Plan Review 2016 - 2036																																						
Draft Plan	1												2	2	2	2	2	2				C3		C©4			6							®		C©7	P	
Sustainability Appraisal																																						
Habitats Regulations Assessment																																						
Supplementary Planning Documents (SPD's)																																						
Type & Affordability of Housing						C2						C7																										

Key:

C Cabinet
© Council
♦ Pre-Hearing Meeting (if required)
® Inspector's Report
P Final Publication

Preparation Stages

- Pre-Production stage
- Production stage
- Examination
- Adoption
- Formal Consultation

Sustainability Appraisal & HRA

- SA refining alternatives & assessing effects
- SA Final Draft
- SA Submission Report
- Habitat Regulations assessment
- Habitat Regulations Final Report

Milestones

0 - Start of preparation
1 - Development of Issues & Alternative Options;
2 - Targeted Consultation on Preferred Options
3 - Publication of Final Plan/Pre-Submission Draft
4 - Submission to Secretary of State;
6 - Examination Hearing
7 - Proposed Adoption;

6 Risk Management

6.1 The Risk Management Log (Appendix 2) contains analysis of the areas of uncertainty and risk facing production of the Local Plan, with risks of a critical or significant potential impact and of a very high or high likelihood including for example: staff turnover and recruitment difficulties or receipt of large numbers of objections.

6.2 There are significant risks that could impact upon delivery of the Local Plan to the schedules set out within this Local Development Scheme. In order to minimise possible impacts, risk management has been embedded in the Local Plan production processes in order that risk can be evaluated and where possible eliminated. Whilst proposed responses or mitigation measures have been set out, seeking where possible to manage these risks, some areas of risk are outside the Council's control. In addition, financial pressures could curtail many of the proposed mitigation measures.

6.3 In conclusion, the risk assessment would suggest that the Local Plan programme remains extremely challenging. For example, where individual document production milestones are missed it could be difficult to get "back on track" without impacts on other elements of the overall programme. The most fundamental overall mitigation measure that can be made is to ensure sufficient resources are available throughout the timescale of the LDS and to build-in realistic document production timescales into this LDS at the outset.

Appendix 1: Document Profiles

Shropshire Local Plan Review 2016 - 2036	
Document Overview	
Role & subject:	Sets out the vision, objectives, targets and spatial strategy for the development of Shropshire together with site allocations to meet development requirements for this period and detailed development management policies.
Geographical area:	Shropshire
Status:	Statutory Local Plan document
Conformity:	General conformity with NPPF and NPPG
Timetable	
Commence preparation	June 2016
Consultation on Draft Plan	January – March 2017
Targeted engagement on Preferred Options	October 2017 – June 2018
Publication of Pre-Submission draft Plan	October 2018
Submission to S of S	December 2018
Hearing	March 2019
Inspector's Report	October 2019
Adoption	December 2019
Arrangements for Production	
Lead for production process	Planning Policy & Strategy Manager
Political Management arrangements	Local Plan Member Group, Cabinet & Council
Resource requirements	Core Planning Policy staff supported by contractors and by staff across a wide range of other council services

Habitat Regulations Assessment (HRA) and Sustainability Appraisal (SA) (incorporating Strategic Environmental Assessment or SEA).	HRA and combined SA incorporating SEA carried out in-house
Evidence Base	Resource data held by Councils, statutory bodies, consultation responses
Involvement of stakeholders & the community	Compliance with the published Statement of Community Involvement (SCI) and Duty to Co-operate requirements
Monitoring and Review	
Monitoring requirements	Monitored on an annual basis (AMR) and subject to review if the monitoring highlights a need
Review timescale	The document will be formally reviewed at least once every five years or linked to the implications of new evidence.

Appendix 2: Local Plan production Risk Management Log

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
1	Revision/change of LDS	• Approval of LDS delayed. • Causes slippage in overall Local Plan programme	3	3	9 (low)	• Close relationship and advocacy with members and directors
2	Constrained Council financial resources – insufficient budgetary provision to adequately finance Local Plan Review project Rising Inspectorate fees are also noted	• Work cannot be progressed • Objectives on quality compromised	4	4	16 (medium)	• A strong a case for setting an appropriate budget to deliver Local Plan and costs/budget kept under review. • Use of funding for Service improvements. • Maximise use of matrix management to draw on suitable staff resources within the Council • Expand partnership working to draw upon the skills and resources within other organisations • Review LDS timetables where necessary
3	Lack of in-house skills for specialised areas of policy work/background studies	• Slow progress causing a slippage in programme • Evidence base challenged or undermined • Quality compromised	4	4	16 (medium)	• Obtain training for areas where expertise is lacking. • Review the adequacy of staffing as part of annual service reviews. • Expand partnership working • In some cases it will be more efficient to engage consultants where specialist skills are required to short timescales and in-house development is unrealistic.
4.	Project Team required to do other unforeseen work (eg: Planning Appeals)	• Diverts Team from Local Plan causing a slippage in	4	4	16 (medium)	• Make Local Plan a Corporate Priority • Identify key staff to be 'shielded' from other work

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
		programme.				• Increase size of team
5.	Staff turnover and recruitment difficulties – Some staff turnover might be expected over the LDS period and this could have a considerable impact.	• Reduced capacity causing slippage in programme or failure to prepare Local Plan	3	5	15 (high)	• Take prompt action to fill vacancies with staff with the required skills • Pay recruitment/ retention incentives • Where recruitment difficulties are encountered, consider interim arrangements such as temporary appointments, use of agency staff or secondment of staff.
6.	Staff absence e.g. long term sickness, maternity leave.	• Reduced capacity causing slippage in programme or failure to prepare Local Plan	4	2	8 (low)	• Consider interim arrangements such as temporary appointments, buying in agency staff or secondment of staff. • The adequacy of staffing levels will be evaluated through the monitoring of the preparation of the Local Plan.
7.	Joint working with other internal departments and / or external authorities causes delay	• Causes a slippage in programme	3	4	12 (medium)	• Ensure that timescales for the Local Plan Review realistically reflect partner organisations ability to contribute to joint working • Ensure commitment to milestone dates and resource allocation is obtained from relevant parties in advance in particular HE, NE and EA • Consider involvement mechanisms carefully, seeking to ensure stakeholders feel engagement is worthwhile. • Consider ways to help improve the ability of local stakeholders to get involved and where possible will look to achieve efficiencies by linking with Community Enablement Team processes for example.
8.	Volume of work greater than	• Causes slippage in	3	5	15	• Ensure timetable is realistic but has

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
	anticipated e.g. higher level of representations than expected	programme.			(high)	some flexibility built in • Monitor progress against LDS • Consider additional resources
9	Planning Inspectorate unable to meet the timescale for examination and/or reporting	• Examination and/or report is delayed • Key milestones in programme not met	3	5	15 (high)	• Once the LDS is in place there is a Service Level Agreement with PINS regarding the proposed public examination dates in this Scheme. • Close liaison with PINS to ensure early warning of any problems (e.g. consultation on LDS) • Experience has shown that PINS delays occur post examination in the reporting phase leading to problems with decision taking and at appeal
11	Political considerations – all key Local Plan preparation steps involve Member decisions. Reports also need to be prepared around a month before the date of decision.	• Change in membership of Local Plan Member Group • Change in approach/priorities arising from new members	5	3	15 (medium)	• lead-in-time to member decisions has been allowed for in all document timetables in this LDS • Members involved in the Local Plan preparation process in order to provide ownership, leadership and commitment to future implementation • It is proposed that quarterly performance against these indicators will be included in the Council's performance management framework.

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
12	Local Plan Review found unsound	• Local Plan cannot be adopted without significant additional work	3	5	15 (high)	• Ensure Local Plan is sound, founded on a robust evidence base with sustainability appraisal and well audited community and stakeholder engagement • Keep in view best practice elsewhere. • Obtain training for areas where expertise is lacking.
13	Legal Challenge on procedural grounds	• Adopted Local Plan quashed • Additional workload	2	5	10 (high)	• Ensure all relevant regulatory procedures are complied with
14	National policy changes e.g. arising from Housing White Paper or new Government (General Election 8 June)	• Uncertainty & delay • Need to revise scope, content or timetable for review	4	4	16 (medium)	• Officer level / political engagement with CLG / new minister; • Careful project design and management, including particularly the measures identified under 2-8 above.

Explanation of Risk Scoring

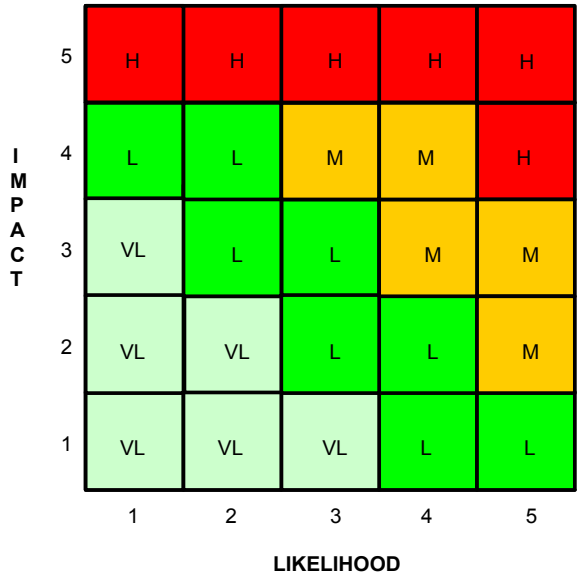
Likelihood (With current controls in place):

Score			Definition
Very Low	1	Rare	May occur only in exceptional circumstances
Low	2	Possible	Risk may occur in the next 3 years
Medium	3	Likely	The risk is likely to occur more than once in the next 3 years.
High	4	Almost Certain	The risk is likely to occur this year
Very High	5	Certain	The risk has occurred and will continue to do so without action being taken

Impact (Potential impact that could occur):

Score			Definition
Very Low	1	No Impact	No notable impact identifiable
Low	2	Minor	Affects only one group of stakeholders, with minimum impact. Organisationally localised, with position recoverable within the financial period. For example: failure to meet minor project deadlines. No external interest.
Medium	3	Significant	Affects more than one group of stakeholders, with widespread but short-term impact. May attract the short-term attention of legislative/regulatory bodies. For example: short-term failure of key systems, high-profile litigation.
High	4	Major	Affects more than one group of stakeholders, with widespread but short-term impact. Attracts the medium-term attention of legislative/regulatory bodies. For example: prolonged failure of a key system, severely adverse external report (such as from Best Value inspectorate).
Very High	5	Catastrophic	Medium to long term impact on performance. Affects all groups of stakeholders, with a long-term impact. National impact, with the rapid intervention of legislative/regulatory bodies. For example: total failure of key systems and services.

The Risk Matrix



The risk matrix which is used to help assess and prioritise risks. It has been designed to ensure that all high priority risks are given urgent attention and is so a considerable advance on what had been used previously.

All risks have countermeasures identified; those in the High categories i.e. numbers 4, 5, 8, 9, 12, 13, and 14 may be given associated action plans.