

SHROPSHIRE COUNCIL

LOCAL DEVELOPMENT SCHEME

June 2023



1. Introduction

What is the Shropshire Development Plan

- 1.1 The Shropshire Development Plan identifies a vision and framework for the future development of Shropshire.
- 1.2 The adopted Development Plan for Shropshire currently comprises of the Core Strategy (adopted 2011); the Site Allocations and Management of Development (SAMDev) Plan (adopted 2015), together with the adopted formal Neighbourhood Plans.
- 1.3 The Shropshire Core Strategy (2011) establishes the Council's vision, strategic objectives and broad spatial strategy to guide future development and growth in Shropshire to 2026. The Core Strategy is available on the Shropshire Council website via:
<https://www.shropshire.gov.uk/planning-policy/local-planning/core-strategy-2006-2026/>
- 1.4 The SAMDev Plan seeks to deliver the vision, strategic objectives and broad spatial strategy identified within the Core Strategy (2011), through the identification of site allocations for development and policies to appraise development proposals.
- 1.5 The SAMDev Plan is accompanied by a Policies Map which illustrates geographically the scope of policies within the Development Plan, including the location and extent of site allocations.
- 1.6 The SAMDev Plan and associated Policies Map is available on the Shropshire Council website via:
<https://www.shropshire.gov.uk/planning-policy/local-planning/samdev-plan-2006-2026/>
- 1.7 Adopted Neighbourhood Plans for Shropshire currently comprise those for Much Wenlock, Shifnal, Stoke Upon Tern, Woore and Broseley. Further information on these Neighbourhood Plans and any in development is available on the Shropshire Council website at:
<https://www.shropshire.gov.uk/planning-policy/neighbourhood-and-community-led-plans/>

What is the draft Shropshire Local Plan

- 1.8 Shropshire Council is currently at an advanced stage of a Local Plan Review. Specifically, a draft Shropshire Local Plan has been prepared and submitted to Government for examination. This examination is currently ongoing.
- 1.9 The draft Shropshire Local Plan identifies a vision and framework for the future development of Shropshire to 2038; addresses needs and opportunities in relation to housing, the local economy, community facilities and infrastructure; and seeks to safeguard the environment, enable adaptation to climate change and helps to secure high-quality and accessible design.

1.10 It contains:

- Draft strategic policies which set the priorities and framework for the Local Plan
- Draft 'strategic' implementation policies and more 'detailed' draft policies for managing development
- Draft settlement policies which provide draft strategies and draft guidelines for the settlements of Shropshire, including where appropriate identifying draft proposed site allocations
- Draft strategic settlement and draft strategic site policies which identify these draft proposed sites and provide draft strategies and draft guidelines for their development

1.11 Upon adoption the policies of the Shropshire Local Plan will replace the policies of the Core Strategy and SAMDev Plan, except for the SAMDev site allocations which have yet to be delivered, which will be 'saved' and therefore continue to form part of the Development Plan. The policies and proposals within adopted Neighbourhood Plans which conform with the Shropshire Local Plan will also continue to apply.

What is a Local Development Scheme?

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

1.13 This LDS will cover the period 2023 to 2026. The LDS will be kept up to date by considering the need to revise it on at least an annual basis.

1.14 The LDS can be viewed:

- On the Shropshire Council website at:
[http://shropshire.gov.uk/planning-policy/local-plan/local-development-scheme-\(lds\)/](http://shropshire.gov.uk/planning-policy/local-plan/local-development-scheme-(lds)/)
- At the Council's Shropshire Local Hubs and Community Access points in Shrewsbury via their computer/tablet facilities (subject to availability) during their specified opening times. Further information on the Local Hubs and Community Access points is available via:
www.shropshire.gov.uk/customer-services/customer-access-points/
- At public libraries via their computer/tablet facilities (subject to availability) during their specified opening times. Further information on the location, facilities and opening times of public libraries is available on the Shropshire Council website at:
www.shropshire.gov.uk/libraries/find-a-library/

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

Why is the LDS being amended?

- 1.16 The LDS is reviewed at least annually and amended when it is considered necessary and appropriate to do so. The July 2023 update it primarily to reflect the timescales of the ongoing examination of the draft Shropshire Local Plan.

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

- 1.17 Further advice on this LDS or other planning policy documents can be obtained from:

The Shropshire Council Planning Policy Website at:

<https://www.shropshire.gov.uk/planning-policy/>

By contacting Shropshire Council's Planning Policy team by:

Phone: 0345 678 9004 or

Email: planningpolicy@shropshire.gov.uk

2. Preparation of 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 examination 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 Development 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:

Stage	Summary
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 and potentially additional Preferred Option stages, 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' and legal compliance 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:

Stage	Summary
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	<p>The qualifying body develops proposals advised by the local planning authority. This comprises:</p> <ul style="list-style-type: none"> • 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 (e.g. 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	<p>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:</p> <ul style="list-style-type: none"> • 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:

Stage	Summary
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 monitoring (including the *Authority 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 2023 to 2026. 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. This is responsive to Paragraphs 11 and 31-33 of the National Planning Policy Framework (NPPF) and the commitment within Paragraph 1.13 of the adopted SAMDev Plan.
- 4.2 The timetable in this LDS may change further in response to changes in the evidence base; changes in national government policy and guidance; and the availability of Council resources. The LDS will therefore be kept under regular review.
- 4.3 The 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

<i>Document Title</i>	<i>Status</i>	<i>Brief Description</i>	<i>Chain of Conformity</i>	<i>Date of Issues & Options Consultation</i>	<i>Date for Submission to Secretary of State</i>	<i>Proposed Date for Adoption</i>
Draft Shropshire Local Plan (2016-2038)	Development 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	September 2021	June 2024
Neighbourhood Plans	Development Plan Document	Neighbourhood Plans setting out local objectives, development management policies and allocations	Core Strategy, SAMDev Plan, future Local Plan documents	Preparation of Neighbourhood Plans are prepared by qualifying bodies that represent the local community (appropriately supported by Shropshire Council). The document is subject to testing by an independent examiner. Timescales for this process are responsive to timescales for preparation of draft Neighbourhood Plans by local communities and subsequent submission to Shropshire Council.		

5. The adopted Local Plan for Shropshire

4.4 The 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 2010 and 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 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/>

Neighbourhood Plans

- 4.10 Town and Parish Councils can prepare Neighbourhood Plans (Neighbourhood Development Plans) putting in place policies to guide the future development of the area.
- 4.11 Shropshire Council has a legal duty to support the preparation of any Neighbourhood Plans, including the provision of information and evidence, advice on sustainability assessment, the appointment of a suitable person who will publicly examine the Neighbourhood Plans and holding a referendum within the area covered by the Neighbourhood Plans.
- 4.12 Shifnal, Much Wenlock, Woore, Stoke-upon-Tern, and Broseley have adopted Neighbourhood Plans. A number of other areas have been designated Neighbourhood Areas and are working on their respective Neighbourhood Plans.
- 4.13 Any Neighbourhood Plan must be in general conformity with 'strategic policies' in the Local Plan and with national policy.
- 4.14 Neighbourhood Plans are not able to propose lower levels of development than those set out in up to date Local Plans but could propose higher levels.
- 4.15 Before a Neighbourhood Plan 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.
- 4.16 Further information on neighbourhood planning can be found via <https://www.shropshire.gov.uk/planning-policy/neighbourhood-and-community-led-plans/>

Authority Monitoring Report

- 4.17 An Authority's Monitoring Report (AMR) is one of the key mechanisms utilised by the Council to monitor annually how effective its policies and proposals are in meeting the vision and objectives set out in the Core Strategy – or any subsequent Local Plan.

- 4.18 Shropshire Council will aim to prepare an AMR covering the previous financial year (1 April to 31 March) before the end of the subsequent financial year.
- 4.19 The task of monitoring and producing the AMR forms a part of the process of maintaining an up-to-date evidence base and tracking plan-making progress.
- 4.20 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.
- 4.21 The latest AMR covers the financial year 2019-2020, covering the period prior to the Formal Regulation 19 Consultation on the draft Shropshire Local Plan for examination. It is supported by other documents which monitor the effects of the adopted Local Plan and informed the preparation of the draft Shropshire Local Plan.
- 4.22 Further information on monitoring and site assessment is available on the Shropshire Council website at:
<https://www.shropshire.gov.uk/planning-policy/monitoring-and-site-assessment/>

Supplementary Planning Documents

- 4.23 Supplementary Planning Documents (SPDs) are intended to expand upon policy or provide further detail to policies in adopted Local Plan Documents. SPDs give further information to the policies contained in the Development Plan, and can cover a wide variety of issues.
- 4.24 The Council currently has three adopted SPDs: the Developer Contributions SPD, the Sustainable Design SPD (both adopted in

2011); and the Type and Affordability of Housing SPD (adopted in 2012).

- 4.25 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.
- 4.26 Further SPD's are likely to be prepared following the adopted of the draft Shropshire Local Plan, in order to support its implementation.
- 4.27 Further information on Shropshire Council's SPD's can be found via: <https://www.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).
- 5.2 Shropshire Council's CIL levy is based on the size, type and location of new development. A CIL liability is calculated using the Gross Internal Area of a development.
- 5.3 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.
- 5.4 No review of the Council's CIL Charging Schedule is currently proposed, but this may be required in future in response to changes in national legislation and local viability evidence.
- 5.5 Further information on CIL can be found via: <http://shropshire.gov.uk/CIL>

Table 2: Preparation Programme

Document	2019						2020												2021												
	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monitoring																															
Authority Monitoring Report including Local Aggregates Assessment											P											P									
5 Year Housing Land Supply Statement										P												P									
Shropshire Local Plan Review 2016 - 2038																															
Draft Local Plan		2	2	2										2	2							C 3	3	3							
Sustainability Appraisal																															
Habitats Regulations Assessment																															

Document	2022												2023												2024											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monitoring																																				
Authority Monitoring Report including Local Aggregates Assessment			P												P												P									
5 Year Housing Land Supply Statement			P												P												P									
Shropshire Local Plan Review 2016 - 2038																																				
Draft Local Plan							5						5			5					5															
Sustainability Appraisal																																				
Habitats Regulations Assessment																																				

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

Preparation Stages
 Pre-Production stage
 Production stage
 Examination

Sustainability Appraisal & Habitats Regulations Assessment
 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
 5 - Examination Hearing
 6 - 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 - 2038	
Document Overview	
<i>Role & subject:</i>	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.
<i>Geographical area:</i>	Shropshire
<i>Status:</i>	Statutory Local Plan document
<i>Conformity:</i>	General conformity with NPPF and NPPG
Timetable	
<i>Commence preparation</i>	June 2016
<i>Consultation on Issues & Options</i>	January 2017
<i>Targeted engagement on Preferred Options</i>	October 2017 – September 2019
<i>Publication of Pre-Submission draft Plan</i>	December 2020
<i>Submission to S of S</i>	September 2021
<i>Examination</i>	September 2021 – May 2024
<i>Inspector's Report</i>	May 2024
<i>Adoption</i>	June 2024
Arrangements for Production	
<i>Lead for production process</i>	Planning Policy & Strategy Manager
<i>Political Management arrangements</i>	Local Plan Member Group, Cabinet & Council

Shropshire Local Plan Review 2016 - 2038

<i>Resource requirements</i>	Core Planning Policy staff supported by contractors and by staff across a wide range of other council services
<i>Habitat Regulations Assessment (HRA) and Sustainability Appraisal (SA) (incorporating Strategic Environmental Assessment or SEA).</i>	HRA and combined SA incorporating SEA carried out in-house
<i>Evidence Base</i>	Resource data held by Councils, statutory bodies, consultation responses
<i>Involvement of stakeholders & the community</i>	Compliance with the published Statement of Community Involvement (SCI) and Duty to Co-operate requirements
Monitoring and Review	
<i>Monitoring requirements</i>	Monitored on an annual basis (AMR) and subject to review if the monitoring highlights a need
<i>Review timescale</i>	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	<ul style="list-style-type: none"> Approval of LDS delayed. Causes slippage in overall Local Plan programme 	4	3	12 (medium)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Work cannot be progressed to published timescales Objectives on quality compromised 	3	4	12 (medium)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Slow progress causing a slippage in programme Evidence base challenged or undermined Quality compromised 	4	3	12 (medium)	<ul style="list-style-type: none"> 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 contribute to other work priorities (eg: Planning Appeals, Infrastructure planning)	<ul style="list-style-type: none"> Diverts Team from Local Plan causing a slippage in programme. 	4	3	12 (medium)	<ul style="list-style-type: none"> Make Local Plan a Corporate Priority Identify key staff to be 'shielded' from other work 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.	<ul style="list-style-type: none"> Reduced capacity causing slippage in programme or failure to prepare Local Plan 	3	4	12 (medium)	<ul style="list-style-type: none"> 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.

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
6.	Staff absence e.g. long term sickness, maternity leave.	<ul style="list-style-type: none"> Reduced capacity causing slippage in programme or failure to prepare Local Plan 	4	3	12 (medium)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Causes a slippage in programme 	4	3	12 (medium)	<ul style="list-style-type: none"> 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 anticipated e.g. higher level of representations than expected	<ul style="list-style-type: none"> Causes slippage in programme. 	4	3	12 (medium)	<ul style="list-style-type: none"> Ensure timetable is realistic but has some flexibility built in Monitor progress against LDS Consider additional resources

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
9	Planning Inspectorate unable to meet the timescale for examination and/or reporting	<ul style="list-style-type: none"> Examination and/or report is delayed Key milestones in programme not met 	3	3	9 (medium)	<ul style="list-style-type: none"> 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
10	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.	<ul style="list-style-type: none"> Change in membership of Local Plan Member Group Change in approach/priorities arising from new members 	2	3	6 (low)	<ul style="list-style-type: none"> 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.
11	Local Plan Review found unsound	<ul style="list-style-type: none"> Local Plan cannot be adopted without significant additional work 	2	4	8 (medium)	<ul style="list-style-type: none"> 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.
12	Legal Challenge on procedural grounds	<ul style="list-style-type: none"> Adopted Local Plan quashed Additional workload 	2	4	8 (medium)	<ul style="list-style-type: none"> Ensure all relevant regulatory procedures are complied with

Area of Uncertainty/Risk		Effect	Likelihood	Impact	Total Risk Score	Response / Counter Measures
13	National planning policy changes	<ul style="list-style-type: none"> • Uncertainty & delay • Need to revise scope, content or timetable for review 	3	3	9 (medium)	<ul style="list-style-type: none"> • Officer level / political engagement with CLG; • Careful project design and management, including particularly the measures identified under 2-8 above.

Risk Definition Guidance

Risk Matrix

Risk Impact	5					
	4					
	3					
	2					
	1					
		1	2	3	4	5
RISK LIKELIHOOD						

15 - 25	High	Immediate Senior Management action
8 - 12	Medium	Manage closely at Directorate level
4 - 6	Low	Continue to manage at Manager level
1 - 4	Very Low	Continue to manage at Service level

Likelihood Definitions

Score	Likelihood	Definitions (replacing all previous)
1	Rare/ Highly Unlikely	It is unlikely that the event will occur
2	Possible	It is likely that this event will occur but not within the next year
3	Likely	There is a fair chance (50:50) that this event will occur within the next year
4	Almost Certain	The event will almost certainly occur within the next six months
5	Certain	The event has occurred or will almost certainly occur within the next three months

Impact Definitions

Score	Impact	Definitions (replacing all previous)
1	Negligible	<ul style="list-style-type: none"> • Day to day operational problems • Budgetary issues that can be resolved within Service
2	Minor	<ul style="list-style-type: none"> • Manageable disruption to services • Noticeable internal impact, but the Service would remain on course to achieve priorities • Budgetary issues that can be resolved within Service Management Team • Localised reputational damage • Isolated complaints • Minor Injury to employees or those in the Council's care

Score	Impact	Definitions (replacing all previous)
3	Significant	<ul style="list-style-type: none"> • Significant loss, delay or interruption to services • Disruption to one critical Council Service for more than 48hrs • Non-delivery of corporate and service plan objectives • Significant stakeholder concern • Attracting short term media attention and potential for litigation/ prosecution from legislative or regulatory bodies • Long term regional damage to reputation • Budgetary issues that can be resolved at Directorate level. • Serious Injury to employees or those in the Council's care • Significant complaints
4	Major	<ul style="list-style-type: none"> • Widespread medium to long term impact on operational efficiency, performance and reputation. • Major disruption to Council's critical services for more than 48hrs (e.g. major ICT failure) • Breach of legal or contractual obligation attracting medium-term attention of legislative or regulatory bodies. • Adverse coverage in National Press/Front page news locally • Budgetary issues that can only be resolved by Section 151 Officer / Chief Executive / Members • Serious Injury to employees or those in the Council's care
5	Critical	<ul style="list-style-type: none"> • Potential to threaten the existence of a service/s • Death of employees or those in the Council's care • Inability to function effectively, Council-wide • Service delivery has to be taken over by Central Government • Front page news story in National Press • Serious breach of legal or contractual obligation resulting in National impact with rapid intervention of legislative or regulatory bodies. • Extensive adverse media interest. • Budgetary intervention at national level