

BCP LOCAL PLAN PROJECT INITIATION DOCUMENT (PID)

OVERVIEW

Project Title: Bournemouth, Christchurch and Poole Local Plan Project Initiation Document

Version: 1

Date: 11 March 2026

Purpose of this document: This Project Initiation Document (PID) sets out the management framework and approach for delivering the BCP Local Plan. It provides clarity on the project management arrangements, the plan's scope, governance arrangements, resources, timelines and evidence required. The PID is designed as a reference tool for officers, stakeholders, and council leaders, supporting effective decision-making and ensuring everyone involved understands their roles and responsibilities throughout the plan-making process.

The PID is a live document which will be reviewed and updated at each key stage of plan making (before each Gateway stage) or every six months. It will also be updated if any other significant changes arise.

Refining and updating the PID at each stage ensures it stays relevant and can reflect any changes whether those arise from new evidence, engagement insights or emerging risks.

1. PLAN SCOPE

Role of Plan

1.1 As a local planning authority (LPA), we have a statutory duty under both the Planning and Compulsory Purchase Act 2004, amendments made by the Levelling Up and Regeneration Act 2023 and the Town and Country Planning (Local Planning) (England) Regulations 2026 to prepare and adopt a Local Plan. Our Local Plan will establish how land within our area will be used and developed, setting out priorities for housing, employment, infrastructure, design, and environmental issues. It will provide a clear, deliverable and legally compliant spatial strategy and policy framework to guide development and infrastructure investment over a 15 year period from 2028/29 – 2043/44.

1.2 Once adopted, our Local Plan will serve as the principal basis for making planning decisions, directly shaping the future growth, development, and sustainability of our communities. Made neighbourhood plans retain their status as part of the development plan, however policies within them can become out of date if they conflict with the new local plan once adopted.

1.3 Importantly the Local Plan must be consistent and avoid duplication of national development management policies. The Local Plan should align generally with any operative spatial development strategy relevant to our area although there is none in place at present. The Act empowers the Secretary of State to specify matters our plan must or may address.

Strategic context

1.4 Existing development plan policies are contained across a range of documents that relate to the predecessor authority areas and are increasingly out of date with some policies dating back to 2001. The existing arrangements create a complex policy environment in which to submit and determine applications.

1.5 The authority must now comply with updated plan making arrangements set out in the Levelling Up and Regeneration Act 2023 and any subsequent secondary legislation, and the revised Planning Practice Guidance. This introduces a 30 month timetable in which to prepare a Local Plan and sets out three Gateway assessments that will take place before the Local Plan is examined at an independent examination. The 30 month process runs from the publication of Gateway 1 to the adoption of the Local Plan.

- Gateway 1. Gateway 1 is the formal start of the 30-month plan-making period. Its purpose is to confirm that the authority is “ready to plan”. It is a self assessment.
- Gateway 2. Gateway 2 tests with the Planning Inspectorate whether the emerging vision and spatial strategy are sufficiently developed, justified and deliverable to proceed. It provides an early check on whether the plan is on track to be sound.
- Gateway 3. Gateway 3 is a “submission readiness” check with the Planning Inspectorate. Its purpose is to confirm that the draft plan is complete, coherent and capable of being examined. It should confirm that consultation has been carried out appropriately, that legal requirements have been met, and that the authority has a clear audit trail showing how evidence and representations informed the final draft before submission for independent examination.

1.6 In planning terms the BCP area is highly constrained by its coastal and environmental context with a variety of local planning issues to be considered. A critical issue for the Local Plan to address is the provision of new homes. Government is clear, local authorities should plan to meet the number of homes needed as established through its standard method. For the BCP area this is currently 2,958 homes a year. Along with new homes the Local Plan will need to address how other development needs, for example those relating to employment land, retail/leisure/community uses and the supporting infrastructure will be met. Evidence is being prepared to set out the development

needs in these areas and the PID will be updated to quantify these needs once the evidence is finalised.

1.7 The Council has a number of corporate priorities, illustrated in the diagram below. The Local Plan has a key role to play in helping to deliver a number of these priorities where they link to land use and development.



Summary of Plan Scope:

1.8 The BCP Local Plan will cover the whole of the BCP Council administrative area. The Plan will cover a period of at least fifteen years from the date of adoption and is anticipated to extend from 2028/29 to 2043/44.

1.9 The Local Plan review will focus on developing a strategy for meeting the development and infrastructure needs of the area while protecting key environmental sites and assets.

In scope: As required by national guidance the Local Plan will:

Vision and Strategic Objectives

- Set a clear **vision for the area** and up to **10 measurable outcomes**

The vision will be developed in conjunction with councillors and utilise the findings of previous visioning consultations. The vision must provide a holistic framework which sets clear direction for the spatial strategy and policy development setting out how we will accommodate different land uses, approach infrastructure delivery and promote healthy, safe and inclusive places.

Spatial Strategy

- Identify areas for growth, regeneration and protection, it will provide a clear approach to **housing and employment distribution**, including affordable housing, the housing needs of specific groups and density targets.

The strategy will reflect the housing distribution, **Green Belt and Grey Belt policies** as set out in the National Planning Policy Framework.

Site Allocations

- Allocate land for **housing, employment, mixed-use development** and any sites or areas for **strategic infrastructure sites**.

The allocations will need to be **suitable, available and achievable** within the plan period, taking account of viability.

Development Management Policies

- Include development management policies that avoid duplicating those in the NPPF and will be focused on local issues; anticipate policies will address **affordable housing, density standards, housing mix, transport infrastructure (such as locations for improvements and car parking standards), managing tourism accommodation, retail frontages**.

Developer contributions, infrastructure and delivery

- Set out the contributions expected from development, linked to the development plan viability assessment
- Be supported by an Infrastructure Delivery Plan (IDP) covering infrastructure requirements including those relating to **transport, utilities, schools and health facilities**.
- Link to **Community Infrastructure Levy (CIL)** or equivalent funding mechanisms.

Environmental and Sustainability Requirements

- Be supported by an overall Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) of the Local Plan.

Design codes/concept masterplans

- The main plan can be supported by design codes or concept masterplans that provide design guidance for specific types of development or development locations across the BCP area.
-

✗ What will be out of scope

- **Development management policies** that duplicate national guidance (e.g., principle of sustainable development, flood risk management, management of community facilities and open spaces, management of heritage assets, transport strategy, general design principles).
- **Neighbourhood-level detail** that can be picked up by Neighbourhood Plans or Supplementary Plans.
- **Detailed public realm requirements** such as areas for improved paving, benches, railings, public art, etc.
- **Non-land-use matters** governed by separate legislation e.g.
 - items covered by building regulations (Future Homes Standard, falls from height, building performance and construction standards)
 - items covered by licensing
 - highways maintenance and highways orders
 - Traffic Regulation orders
- Site-specific assessments required at application stage; e.g. Flood Risk Assessments (FRAs), Heritage Impact Assessments and Appropriate Assessments. The plan's strategic assessments guide policy and allocation but do not replace assessments required at application stage.
- **Minerals and waste** plans which will be completed separately.
- **Neighbouring authority areas (e.g., Dorset Council, New Forest National Park, New Forest District Council)** – the Local Plan will not set policy for areas outside BCP; cross-boundary issues are addressed via Statements of Common Ground.

1.10 Any material change to scope following Gateway 1, or any new sites or policies introduced after Gateway 2, will require Senior Responsible Officer (SRO)/Portfolio Holder (PH) approval.

Relationship to other relevant plans and programs at the regional or local level:

1.11 At a regional level the Local Plan must be aligned with any Spatial Development Strategy (SDS). At present there is no SDS in place that covers the BCP area.

1.12 At a local level the Local Plan has a relationship to a number of other relevant plans and programs, listed below:

- BCP corporate strategy
- Community Infrastructure Levy Charging Schedule
- BCP and Dorset Local Transport Plan 4
- Local Area Energy Plan
- Dorset Local Nature Recovery Strategy
- Housing strategy
- Local cycling and walking infrastructure plan
- Christchurch Bay and Harbour Flood & Coastal Erosion Risk Management Strategy
- Poole and Wareham flood and coastal erosion risk management strategy
- Our Plan for Play
- Cultural strategy
- Seafront strategy
- Tourism strategy
- Green Infrastructure Strategy
- Urban Forest Strategy
- Green infrastructure and urban greening design solutions
- Playing pitch strategy
- Stour Valley Park strategy
- School place planning strategy
- Care homes for older people strategy
- Extra care housing strategy
- Health and wellbeing strategy

- Economic development strategy
- Get Dorset and BCP working plan
- High streets and district centre strategy
- Skills plan
- Smart Place strategy

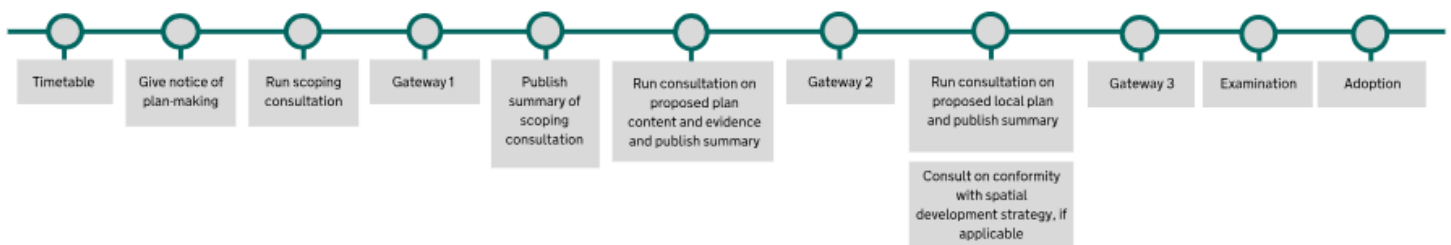
Existing Local Plans, Development Plan Documents and Supplementary Planning Documents will be superseded by the new BCP Local Plan. The existing Bournemouth, Dorset & Poole Minerals and Waste Plans will either be superseded by new minerals and waste plans or through the Spatial Development Strategy. The Local Plan will consider policies in existing made Neighbourhood Plans; the new Local Plan will however provide an updated strategy for the area. This will then impact on the weight that can be attributed to existing Neighbourhood Plan policies. Any new Neighbourhood Plans or reviewed Neighbourhood Plans will need to be conformity with the strategic policies within the new Local Plan.

2. PLAN TIMELINE

Key milestones:

2.1 The key tasks in local plan making and the sequence of events is set out below. Before these tasks and the formal notice to commence Plan Making is issued preparation activities can take place. We have already completed an initial call for sites, carried out some early engagement activities with councillors, neighbourhood forums/parish councils and agents/developers, and evidence gathering. The 30 month process runs from the publication of Gateway 1 to plan adoption.

Tasks in local plan-making where the sequence is required by law



The key milestones are the Gateway stages, examination and adoption:

- Scoping and early participation / Getting Ready – Gateway 1
- Vision and strategy development – Gateway 2
- Draft plan preparation – Gateway 3
- Examination
- Adoption

Plan Timeline

Ref	Activity	Indicative Start: Month/ Year	Indicative End: Month Year	Sign off authority
Scoping and early participation / Getting Ready				
1	Prepare timetable	Jan 2026	May 2026	Cabinet (initial timetable) Updates delegated to Leader of the Council and Chair of Cabinet
2	Prepare and approve PID Setting out project management process and structure, governance, risk register and ensuring resources are in place to begin the project	Jan 2026	May 2026	Cabinet (initial PID) Updates delegated to Leader of the Council and Chair of Cabinet
3	Notice to Commence Plan Making (Statutory)	Mar 2026	May 2026	27 May 2026 Cabinet
4	Scoping plan content	Jan 2026	May 2026	27 May 2026 Cabinet
5	Preparation of engagement strategy setting out councillor/stakeholder and public engagement	Jan 2026	May 2026	27 May 2026 Cabinet
6	Scoping consultation, includes engagement approach (minimum 21 days)	Jun 2026	July 2026	27 May 2026 Cabinet
7	Gateway 1 (Self-Assessment)/Commencement of plan-making 30 months)	Sept 2026	Sept 2026	Updates delegated to Leader of the Council and Chair of Cabinet

Ref	Activity	Indicative Start: Month/ Year	Indicative End: Month Year	Sign off authority
8	Publish scoping consultation findings	Sept 2026	Sept 2026	Project Manager
9	Collating and procuring evidence	Sept 2025	Majority of studies complete in 2026, some evidence iterative	Project Manager
Vision and strategy development				
10	Prepare draft vision	Mar 2026	Sept 2026	Updates delegated to Leader of the Council and Chair of Cabinet
11	Site assessments	Dec 2025	Sept 2026	Project manager
12	Develop spatial strategy	Mar 2026	Sept 2026	Updates delegated to Leader of the Council and Chair of Cabinet
13	Initial policy options	Jun 2026	Sept 2026	Updates delegated to Leader of the Council and Chair of Cabinet
14	Consult on plan content and evidence (6 weeks) This will include the draft vision, aims and objectives, proposed spatial strategy, a summary of the evidence, other element e.g. draft policies	Oct 2026	Nov 2026	30 Sept 2026 Cabinet
15	Publish consultation summary	Feb 2027	Feb 2027	Project manager
16	Gateway 2 (PINS)	April 2027	May 2027	Updates delegated to Leader of the Council and Chair of Cabinet
Draft plan preparation				
17	Development of draft plan including responding to consultation and any further evidence gathering	Dec 2026	Aug 2027	Updates delegated to Leader of the Council and Chair of Cabinet

2.3 This timeline is dependent on:

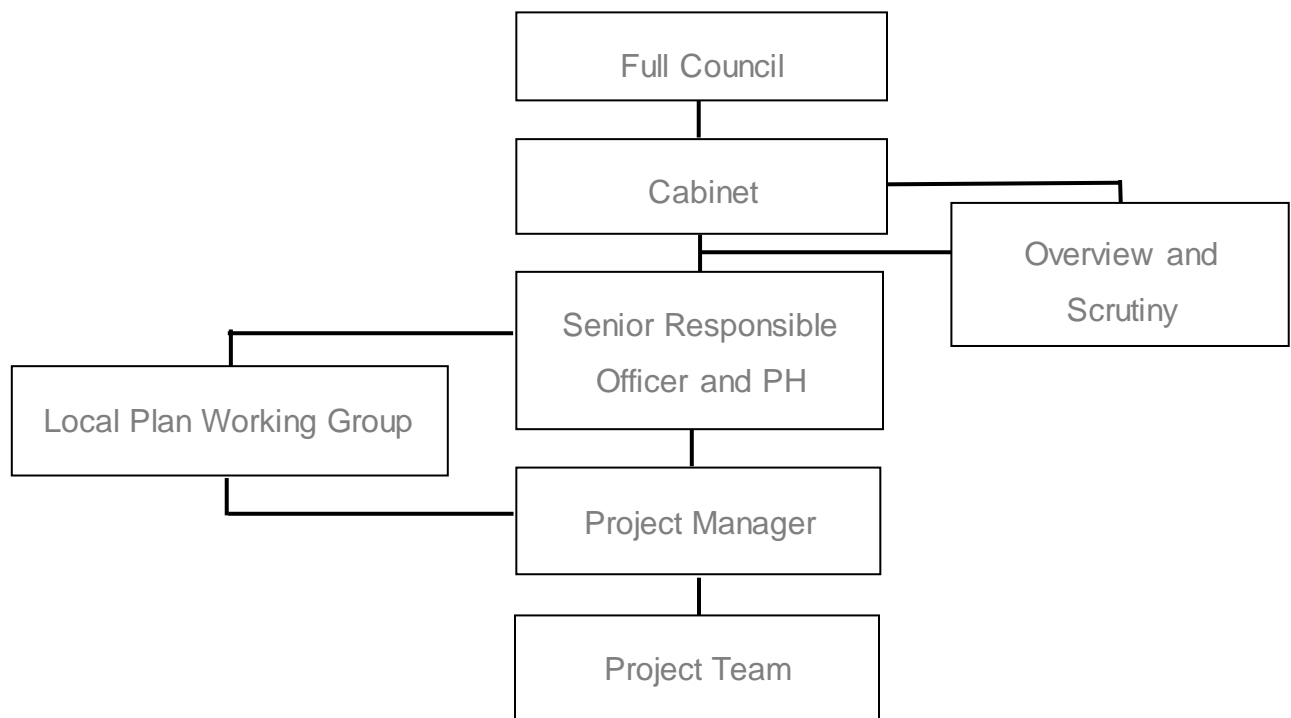
- Continued joint collaborative working across the organisation;
- Cross boundary working;
- Continued political support;
- Timely delivery of evidence; and
- The timely publication of regulations, national planning policy and guidance.

2.4 These aspects are picked up in the risk register below.

3. GOVERNANCE AND DECISION-MAKING

Summary of Governance

3.1 To ensure the efficient and effective delivery of the Local Plan Review, with suitable oversight, it will be subject to a formal project management and operational structure. The governance structure is set out below, with a description of roles and responsibilities.



3.2 Day to day work on procuring and collecting evidence and developing the Local Plan will be undertaken by the planning policy team, overseen by the project manager.

3.3 The project manager will prepare a series of discussion papers covering the key issues at each stage. These will be taken to the cross-party Local Plan working group and any suggestions/comments will be recorded.

3.4 The project manager will make any modifications arising from the working group (also noting where any suggestions are not taken forward and why) before taking the discussion paper to the Senior responsible officer. The Senior responsible officer will make any further recommendations and sign off stages to proceed onto cabinet for decision making.

3.5 Overview and Scrutiny (O&S) will have the opportunity to scrutinise the Plan at key stages (linked to Cabinet decisions set out in Plan Timeline table above). Cabinet will be advised of the recommendations from the working group and the Environment and Place O&S.

Full Council

Role/involvement: Formal decision making to:

- Consider and approve the draft plan for consultation and subsequent submission
- Approve the final adoption of the Local Plan

Cabinet

Role/involvement: Formal decision making to

- Approve the issue of the notice to start plan making and the PID
- Agree delegated authority to the Leader of the Council and Chair of Cabinet to update the timetable and submit gateway assessments
- Approve the scoping consultation
- Approve consultation on plan content and evidence gathering stage
- Recommend to council that the draft plan is put out for consultation and subsequent submission
- Recommend to council that the final version of the Local Plan is adopted

Overview & Scrutiny

Role/involvement: Reviewing the Local Plan and recommending improvements before decisions are made. Makes recommendations to Cabinet.

- Consider the timetable, PID and scoping stage
- Review the proposed vision, strategy and any draft policies proposed in the plan content and evidence consultation
- Review the draft plan prior to consultation

Cross-party Local Plan working group:

Role: To interrogate and discuss the evidence emerging and how this informs the spatial and policy implications for the BCP Local Plan. The group will not be a decision-making group and will provide a consultative role to support plan making.

Senior Responsible Officer: Wendy Lane, Director of Planning and Transport

Role: Securing buy in at the corporate level, ensuring the plan making team has the capacity to deliver and leveraging support and resources from the wider organisation. Engaging with executive leadership and collaboration across departments.

Local Plan Lead (Project Manager): Laura Bright

Role: Drives day to day progress of the Local Plan, tracks timelines, programme planning, maintains risk register, is primary author overseeing document preparation, decision escalation for consultants/evidence gathering, liaison with the Planning Inspectorate for Gateway assessment and examination.

Planning Policy Team (Project Team)

Role: Evidence procurement, management, and collection. Liaison with other Council teams. Drafting policies, consultation materials and background papers. Organising and facilitating engagement/stakeholder liaison. Supporting the Gateway assessment and examination process.

4. STAFF RESOURCE AND MANAGEMENT

Local Plan Manager (Overall Manager of Team and Process):

Job Title	FTE	Role
Planning Policy Manager	1	Oversees the daily coordination of activities across the planning policy team, bridges the strategic oversight from the senior responsible officer with the practicalities of delivery
Local Plan Lead – Project Manager	0.6	Drives day to day progress of the Local Plan, tracks timelines, maintains risk register, is primary author overseeing document preparation

Local Plan Team:

Job Title	Post status (filled / vacant)	FTE	Estimated % time in a 12-month period on Local Plan
Senior Planner	Filled	0.8 (JA)	70%
Senior Planner	Filled	1 (RB)	70%
Senior Planner	Filled	0.7 (LA)	70%

Job Title	Post status (filled / vacant)	FTE	Estimated % time in a 12-month period on Local Plan
Planning Officer	Filled	1 (TBH)	70%
Planning Officer	Filled	0.5 (CO)	70%
Planning Officer	Filled	0.4 (RL)	10%
Planning Officer	Filled	0.8 (JM)	70%
Planning Technician	Vacant	1	70%

Corporate Support Needs:

What is required	When will it be delivered	Who will deliver (Teams and Job Titles)
Communications	Supporting communications at consultation stages (scoping, plan evidence and content, draft plan).	Corporate Communications - Head of Corporate Communications
Consultation	Setting up consultation platform and analysing results at each consultation stages.	Research and Consultation Team - Senior Research and Consultation Manager
GIS	Supporting the creation of interactive policy mapping for plan content and evidence, draft plan and submission stages.	GIS and Spatial Data – GIS Manager
Legal	Review of plan content in advance of Gateway 2 and Gateway 3.	Property, Planning and Environment – Team Leader

What is required	When will it be delivered	Who will deliver (Teams and Job Titles)
Transport, Urban design and heritage, FCERM, Green Spaces, Commercial Operations, Investment and Development, Estates, adults and children's, public health	Input into evidence formation throughout plan production.	Relevant directorates and teams

Identification of any additional skills requirements

4.1 We will procure technical evidence preparation and specialist assessments externally as part of evidence production including viability assessment, transport modelling, strategic flood risk assessment, Habitats Regulations Assessment and Strategic Environmental Assessment.

5. EVIDENCE

Key Evidence

5.1 The production of the Local Plan has to be supported by a proportionate evidence base, the components of which are referenced below.

Key Evidence	Area Covered (e.g. just LPA or broader)	In house, externally commissioned	Key stakeholders' who need to input
Strategic Environmental Assessment / Environmental Outcome Report	BCP	External	Historic England Natural England Environment Agency
Housing Needs Assessment	BCP and Dorset	External	Agents/developers
Housing Land Supply Evidence	BCP	Internal	Agents/developers
Employment Needs Assessment	BCP and Dorset	External	Agents/developers

Key Evidence	Area Covered (e.g. just LPA or broader)	In house, externally commissioned	Key stakeholders' who need to input
Green Belt Review	BCP and Dorset	External	N/A
Strategic Flood Risk Assessment	BCP	External	Environment Agency Wessex Water
Transport Assessment (including transport modelling)	BCP	External	National Highways
Site (Selection) Assessment	BCP	Internal	N/A
Infrastructure Planning Evidence	BCP	Internal	Infrastructure providers
Whole Plan Viability Report	BCP	External	Agents/developers
Gypsy and Traveller and Travelling Show People Assessment	BCP	External	Advocacy groups
Retail, leisure tourism needs assessment	BCP	External	BIDs and sector specialists
Playing Pitch and Built Facilities Assessment	BCP and Dorset	External	Sport England Governing Bodies
Car Parking Strategy	BCP	Internal	N/A
BCP Characterisation Study	BCP	Internal	N/A

6. STAKEHOLDER ENGAGEMENT

6.1 The engagement approach sets out how we will involve communities, stakeholders, councillors and statutory bodies throughout plan preparation. We will aim to complete meaningful and proportionate engagement, making it clear which areas people can influence at each stage of plan making. There will be a clear distinction between policy choices and non-negotiables (law/policy).

6.2 Engagement will take place at each plan making stage as set out below. In line with government recommendations engagement will make the best possible use of digital tools but will not be digital only.

6.3 **Scoping and early participation / Getting Ready.** Engagement purpose: Views on the scope of the plan, approach to engagement and views on the key issues, challenges and opportunities to inform the vision. Length: Six weeks

6.4 Vision and strategy development. Engagement purpose: Views content, evidence, spatial strategy and draft policies. Length: Six weeks

6.5 Draft plan preparation. Engagement purpose: Views content, evidence, spatial strategy and draft policies. Length: Eight weeks

Who will be engaged

Specific consultation bodies

- Active Travel England
- Electronic communications operators
- Canal & River Trust
- Civil Aviation Authority
- Coal Authority
- English Sports Council
- Environment Agency
- Forestry Commission
- Highway authority
- Historic Buildings and Monuments Commission for England
- Homes and Communities Agency
- Integrated care board
- Utilities providers – electricity, gas, water, sewerage
- Integrated Transport Authority
- Marine Management Organisation
- Natural England
- Neighbourhood forums
- Network Rail Infrastructure Limited
- Office for Nuclear Regulation
- Office of Rail and Road

Councillors

Communities and the public

- Residents and community groups
- Parish and town councils
- Hard to reach groups
- Agents, developers and land owners

Who	Methods	Note
Specific consultation bodies	Formally notified of consultation stages via email Regular meetings with key relevant bodies.	Regular meetings taking place with neighbouring authorities and Natural England. Natural England and Environment Agency involved in evidence production.
Communities and the public	Database notified by email Online survey Digital maps Community drop in events Social media alerts	
Other stakeholders	Discussion at Agents and Developers Forum Database notified by email	
Councillors	All member briefings Cross-party Working Group O & S	

7. BUDGET OVERVIEW

7.1 Cost Estimates:

	Period YR 1 2026/27	Period YR 2 2027/28	Period YR 3 2028/29	Total
Staff (at 70% of budget)	£360k	£360k	£360k	£1.1m (rounded)
Evidence/ Consultancy costs	£568k	366k	£50k	£1m (rounded)
Engagement and consultation	£50k	£50k	£50k	£150k (needs discussion about internal/external resource)

	Period YR 1 2026/27	Period YR 2 2027/28	Period YR 3 2028/29	Total
Examination (PINS costs and programme officer)	n/a	£50k	150,000	£200k
				£1.35m

Local Plan Implementation Funding

7.1 The Council has received Local Plan Implementation Funding from the Ministry of Housing, Communities and Local Government. The funding award of £108,474 will be used to fund evidence preparation. Acceptance of the funding is based on the commitment to publish the Notice of Intention to commence Local Plan preparation by 30 June 2026 (timetabled to take place as soon as possible after May Cabinet) and Publishing the Gateway 1 Self Assessment by 31 October 2026 (timetabled to take place September 2026).

8. RISKS AND MITIGATION

Summary of Key Risks Identified:

Risk Scoring Assumption

- Likelihood (L): Low / Medium / High
- Impact (I): Low / Medium / High
- Rating: RAG status for management focus

Risk	Likelihood – high, medium, low	Risk level – high, medium and low	Mitigation	Rating
Strategic and political risks				
R1 Failure to secure early political agreement on spatial strategy across the conurbation	Medium	High	Early member workshops; clear articulation of non-negotiables; SRO/PH escalation	

Risk	Likelihood – high, medium, low	Risk level – high, medium and low	Mitigation	Rating
R2 Changes in political leadership or priorities during plan preparation	High	High	Cross-party and all member briefings; formal endorsement at key stages; decision audit trail	
R3 Pressure to introduce late policy changes outside agreed scope	Medium	Medium	Agreed Scope Statement; SRO/PH gatekeeping	
R4 Resource and alignment with emerging Spatial Development Strategy (SDS)	Medium	Medium	Member and officer engagement; positive project management of SDS and Local Plan	
Program and governance risks				
R5 Slippage against the 30 month timetable	Medium	Medium	Backward planning; monthly programme reviews; contingency built in	
R6 Unclear decision making routes	Medium	Medium	Clear governance map; decision timetable agreed upfront	
R7 Gateway submissions rejected or paused by PINs	Low-medium	High	Early engagement with PINs; legal review of Gateway documentation	
Evidence based risks				
R8 Delays to procurement or completion of evidence	Medium	Medium	Evidence Tracker; early commissioning; procurement planning	
R9 Evidence fails to align with spatial approach	Medium	Medium	Strategy-led briefs; interim check-ins with consultants	
R10 Viability evidence undermines deliverability	High	Medium	Early viability testing; Infrastructure Delivery Plan iterations	
Housing / growth risks				
R11 Housing requirement politically and/or publicly contested	High	High	Clear explanation of national policy; options appraisal transparency	

Risk	Likelihood – high, medium, low	Risk level – high, medium and low	Mitigation	Rating
R12 Limited land availability due to coastal and environmental constraints and land owner intentions	High	High	Early constraints mapping; realistic capacity assumptions	
Legal and soundness risks				
R13 Cross boundary issues / failure to align cross boundary housing/transport issues	Medium	High	Duty to Cooperate log and statement of Common Ground; senior-level engagement	
R14 SEA challenge	Low-medium	High	SA integrated from outset; legal review	
R15 Ambiguous or inconsistent policy wording or NPPF alignment	Low	Medium	Internal QA; legal proofing	
Resources and capacity risks				
R16 Loss of key staff / specialist expertise	Medium	High	Knowledge capture; consultant back-up	
R17 Insufficient budget for evidence or engagement	Medium	Medium	Early budget sign-off; prioritisation	
R18 Competing corporate priorities divert resources	Medium	Medium	Corporate visibility of programme	
Engagement risks				
R19 Consultation fatigue or low engagement	Medium	Medium	Clear engagement plan; digital tools	
R20 Misinformation or opposition undermines confidence	High	High	Proactive comms; myth-busting materials, proactive media handling, early and consistent member briefing, rapid rebuttal through agreed lines, FAQs	

The risk register will be reviewed ahead of each gateway submission.

Quality assurance (QA) will include internal officer review of key outputs, legal review prior to gateway submissions, audit trails, each gateway will have a SRO/PH sign off.