

Appendix E Risk Register

No	Risk Name / Description	Mitigation (Response Actions)	Risk Owner	Probability	Impact		
					Cost	Time	Benefit
Programme Wide Issues							
1	Estimate Accuracy Risk that estimated costs are incorrect, leading to cost over/under runs	Develop detailed and costed project plans for individual projects. Benchmarking of costs against previous work. Strong programme management and change control processes implemented. Regular liaison and progress reporting to DfT to ensure expectations are met. Independent cost reviews.	Work Package Leaders	Low	L	M	M
2	Confirmation of Match Risk that all match funding is delivered leading to a funding gap	Letters of support to formalise partner contributions. Involvement of key stakeholders in governance and delivery arrangements. Working with partners on project delivery and assessing contributions quarterly.	Lead Partners	Low	L	M	H
3	Procurement Unforeseen procurement issues generate delays or addition costs	Provision for suitable timescales for procurement in all work package programmes.	Work Package Leaders	Low	L	L	L
4	Loss of Staff Risk that fixed term staff leave before end of programme leading to delays and/or costs	Develop mobilisation plan. Utilise existing established framework agreements to respond quickly.	Lead Partners	Low	L	M	M
5	Participation less than forecasted Participation in schemes less than forecast leading to reduction in benefits delivered	Promotional activities will be increased to mititage the impact of this. This will include employing a range of communications channels (social media, websites, direct contact, etc.) to access the target audience.	Project Board	Low	L	M	H

Scheme Specific Risks

Get Active

Business to Business

6	Officer Resourcing Risk that there won't be sufficient time to engage with businesses initially and help to achieve levels.	Achieving sufficient funding to employ an officer's time to engage with businesses.	Work Package Leaders	Medium	M	M	M
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In-School Active Travel

7	Low Take Up Initially schools are difficult to engage with, finding a suitable contact, etc. Topography and infrastructure characteristics of an area are a risk as well as the different age groups and communities.	Engaging with school sports partnerships and school travel planners to determine whether the school is a suitable location for such schemes. But, there is increasing success and visibility with these schemes so risk is becoming less.	Work Package Leaders	Low	L	M	M
8	Estimate Accuracy Risk that estimate costs are incorrect, leading to cost over/under runs	All interested providers will be aware of the total amount of funding available to them. Once spent they will then be responsible for costs.	Work Package Leaders	Low	L	M	H

Events and promotion

Marketing and Communication

9	Brand Resistance Inconsistent use of agreed "Inmotion!" brand leads to reduced benefits and increased costs	Regular meetings with all stakeholders and strong relationships developed in order to make sure maximum adoption of brand is achieved.	Work Package Leaders	Low	L	M	H
10	Brand Confusion Use of other brands leading to confused customer / public recognition leading to reduced benefits	Regular meetings with all stakeholders and strong relationships developed in order to make sure maximum adoption of brand is achieved. The targets to be agreed for the B2B team will be agreed on the basis that the inmotion! brand is the primary brand for this engagement.	Work Package Leaders	Low	M	M	H
11	Estimate Accuracy Risk that estimated costs are incorrect, leading to cost over/under runs	Costs are based on previous successful program and will be monitored on a regular basis and activity 'tweaked' as necessary. This will avoid any potential costs over/under runs.	Work Package Leaders	Low	M	M	M
Events							
12	Low Take Up Take up amongst target participants does not match predictions leading to reduced benefits delivered	We cannot mitigate for weather which is one of the significant factors affecting participation in outdoor events. However, we need to ensure that we have a strong marketing campaign to encourage participation.	Work Package Leaders	Low	M	H	M
13	Lack of Suitable Venues Lack of suitable venues and capacity to deliver events.	This can be mitigated by identifying possible locations for the delivery of the event well in advance of the planned date.	Work Package Leaders	Low	M	L	M
14	Poor Data Collection Risk that there is a poor data collection at a project level.	Mitigation would be through the monitoring plan being developed in advance of programme commencement.	Work Package Leaders	Low	L	M	L
Get Connected							
Independent Travel Training							
15	Low Take Up Take up amongst target participants does not match predictions due to insufficient development.	We cannot mitigate for the lack of development, but can provide marketing to raise awareness of the service. We can also prepare, design and plan so when development is done we can immediately implement the service.	Work Package Leaders	Low	L	L	L
Wheels to Work							
16	Damage to W2W Premises Damage to project premises leading to disruption of operation	W2W operates from three different bases to ensure geographic spread of availability, and office/garage functions could continue at another site in case of disruption: at any one time 75% of bikes are at users' homes or workplaces rather than on site, and the project is fully insured.	Work Package Leaders	Low	M	M	L
17	Funding not delivered Lack of capital funding available to replace life expired scooters.	This would be mitigated by exploring all options to build a new business model providing sustainability of the scheme. Options include further sponsorship and private sector partners to widen the offer.	Work Package Leaders	Low	M	L	M
Job Connector							
18	Low Take Up Take up amongst target participants does not match predictions due to insufficient development.	We cannot mitigate for the lack of development, but can provide marketing to raise awareness of the service. We can also prepare, design and plan so when development is done we can immediately implement the service.	Work Package Leaders	Low	M	M	L
Keep Safe							
ECO-STARS							
19	Estimate Accuracy Risk that estimated costs are incorrect, leading to cost over/under runs	Estimate based upon figures used on previous schemes.	Work Package Leaders	Low	L	M	H

20	Lack of Funding Lack of funding to provide ongoing management and development of the scheme.	The Steering Group recognize this as an issue and would mitigate the risk by exploring all options to build a new business model providing sustainability of the scheme. Options include further sponsorship and private sector partners to widen the offer.	Work Package Leaders	Low	M	M	M
Safety Programme							
21	Low Take up Lack of participation leads to reduced benefits	Targets will be set based on previous experience in delivering cycle programmes and safety awareness training. Marketing / sales activity will be focused to any area not performing as well as expected.	Work Package Leaders	Low	M	M	H
22	Estimate Accuracy Risk that estimated costs are incorrect, leading to cost over/under runs	Costs are based on previous successful program and will be monitored on a regular basis and activity 'tweaked' as necessary.	Work Package Leaders	Low	M	M	M
23	Match funding Risk that operators do not offer the required level of match funding to encourage take up and trial.	Would mitigate the risk by exploring all options to build a new business model providing sustainability of the scheme. Options include further sponsorship and private sector partners to widen the offer.	Work Package Leaders	Low	M	M	M

Keep Active

Cycle Boosts

24	Take up less than forecast Participation in schemes less than forecast leading to reduction in benefits delivered	Employ a broader range of communications channels to access the target audience. Use constituent partner organisation networks and ask existing stakeholders to use their links with other groups and organisations to access new audiences. Work in conjunction with SRP Communications Officer to review promotion of interventions to maximise awareness of the opportunities. Use of business, college and 6 th form school contacts established as part of the In Motion work to raise awareness of opportunities and access target audiences.	Work Package Leaders	Low	L	L	M
25	Estimate Accuracy Risk that estimated costs are incorrect, leading to cost over/under runs	Scheme will be tailored to costs. Providers will be aware, and have track record of giving advance notice of any likely underspend, and requests for additional funding. Scheme can be curtailed once funding levels reached.	Work Package Leaders	Low	L	L	H
26	Finding Suitable Locations for Cycle Hubs Inability / difficulties in identifying / utilising appropriate location leads to reduction in usage and hence benefits	This can be mitigated by identifying possible locations for the delivery of the event well in advance of the planned date.	Work Package Leaders	Low	M	M	H
27	Estimate Accuracy for Cycle Hubs Risk that estimated costs are incorrect, leading to cost over/under runs	All interested providers will be aware of the total amount of funding available to them. Once spent they will then be responsible for costs.	Work Package Leaders	Low	L	M	H

Walking Boosts

28	Lack of Funding Lack of funding to provide ongoing management and development of the scheme.	Would mitigate the risk by exploring all options to build a new business model providing sustainability of the scheme. Options include further sponsorship and private sector partners to widen the offer.	Work Package Leaders	Low	M	M	M
29	Take up less than forecast Participation in schemes less than forecast leading to reduction in benefits delivered	Would draw upon in-house experience to improve uptake and would work with Modeshift STARS team to identify additional uptake strategies. These projects will also be flexible that can adapt to issues that may arise.	Work Package Leaders	Low	L	L	L

Monitoring and evaluation

30	Estimate Accuracy Risk that estimated costs are incorrect, leading to cost over/under runs	Work Package Leader to provide Mitigation	Project Board	Low	L	M	H
31	Monitoring may not give work package leaders sufficient warning of problems to take corrective action	Work Package Leader to provide Mitigation	Project Board	Low	L	M	H
32	Legacy Issues Risk that exit/continuation plans not adequate to deliver benefits beyond 1/4/2017	Work with partner organisations to have a shared strategy to mitigate this.	Project Board	Low	L	M	H