

Risk no.	Risk title	Causes	Level of risk exposure (0-5)		Current risk score	Mitigating actions	Adjusted level of risk exposure (0-5)		Target risk score
			Likelihood	Impact			Likelihood	Impact	
1	Policy or political change before approval	A change in local or national priorities (e.g. leadership change, devolution, government guidance updates) could affect the acceptance of the transport plan. However, as the plan is intended for Cabinet consideration in December, significant change is unlikely.	1	4	4	Remain flexible and adaptive to policy or leadership changes.	1	3	3
2	Uncertainty about long-term funding	Funding is allocated annually and no long-term guarantee. Hence, the 3-year programme represents a reasonable forecast based on the current capital programme.	3	4	12	Continue to lobby central government and seek grant opportunities and strengthen business cases for funding bids.	2	3	6
4	Technical or data uncertainty	Limited availability of local data or reliance on outdated datasets.	3	3	9	Use national datasets to fill the evidence gap and apply robust assumptions to produce credible results.	1	2	2
5	Loss of internal, political and public support	Disagreement with proposals in the transport plan	2	3	6	Undertake public consultation and engagement with internal teams and political leads and maintain ongoing engagement to address concerns.	1	2	2

6	Failure to balance diverse user needs	Limited spaces, funding or conflicting priorities between modes	3	3	9	Engaging proactively with communities especially underrepresented groups to ensure inclusive design	1	3	3
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