

### Appendix 3: Door to Door Community Transport Service Key Risks and Mitigations

Risk Type	Description	Probability	Impact	Rating	Action Countermeasure and Owner
Technological / Technical	There is a risk that system technology will not be able to deliver on the functionality required for the service to run in the way that it has been designed.	Possible	Moderate	High risk	<p>Ensure that the processes and desired system capabilities are understood by the technology supplier, and they confirm what the existing system can do and what requires development work, along with timescales and costs.</p> <p>Depending on the outcomes of the above the options are;</p> <ol style="list-style-type: none"> <li>1. Configure the system to meet all requirements (where this is needed)</li> <li>2. Adapt the service based on the available system functionality</li> <li>3. Choose an alternative platform to run the service on</li> </ol>
Communication / Stakeholder Management	<p>There is a risk that there is insufficient engagement and/or resources available from stakeholders to drive progress within the proposed timeframe, creating delays.</p> <p>In particular, the impact of Covid and National Covid Response on stakeholder resources.</p>	Probable	Moderate	High risk	<p>Ongoing engagement activities with stakeholders built into the forward plan.</p> <p>Ensure forward plan has clearly defined task owners; responsible for delivery of activities and to provide progress updates.</p> <p>Ongoing review of the forward plan in light of changing Covid situation and potential impacts of this on stakeholder resources.</p>
Social / Political	It is proposed that people will have to pay for the service, and some people may feel this is unfair given that if they could access public transport their journey would be free (e.g. if they have a concessionary pass). This could result in political challenge or negative publicity.	Possible	Minor	Medium risk	<p>Current regulations mean that the proposed service cannot utilise concessionary passes (ENCTS) as per advice from WYCA, because it is not a pre-routed service.</p> <p>The existing position is more costly than the proposed model.</p> <p>Potential for the full journey cost to be paid for but this would be subject to funding organisations being able to cover the full operating costs for the service.</p>

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					<p>Potential for costs to be fully paid for or reduced further for certain user groups or destination points if sufficient funding can be secured.</p> <p>If demand is high enough, costs to the service user could be reduced in the future.</p> <p>Engagement with service users, potential funders, and ongoing review of costs during the pilot.</p>
Environmental	National Covid guidelines may mean that it is not safe / appropriate to advertise and launch the service within the timescales anticipated.	Probable	Moderate	High risk	<p>Impact of Covid reviewed as part of the latest Business Design and Research phase - still capacity and demand for the service.</p> <p>Ongoing review as situation with Covid progresses and keep stakeholders updated on any delays incurred.</p>
Partnerships / Commercial	<p>Agreeing terms with providers and funders may take longer, delaying the timeline.</p> <p>Providers/potential funders are busy responding to Covid or offering limited services due to Covid so resource capacity for this project could be affected or delayed due to uncertainty of their position.</p>	Probable	Moderate	High risk	<p>Work with LCC Procurement / Legal Services to understand requirements for registering providers who wish to participate, both for pilot and longer term. Factor these early into project plan to allow for potentially longer lead in times.</p> <p>Regular engagement with providers and wider market, conversations with potential funding organisation now pricing structure and operating costs refined.</p>

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Service Delivery / Service User Risk	<p>Due to the impact of Covid, there is a risk that uptake of the service will be low, which will indicate that the service is not successful. The situation when the pilot is due to take place (current expectation is end May/early June 2021) is unknown, making it a challenge to predict levels of future demand.</p>	Possible	Moderate	High risk	<p>Latest research indicated that there is still demand for this service, and people will want Covid safe options for travel from community transport providers who can meet their needs, to encourage them back into their communities when safe to do so.</p> <p>Acknowledge that Covid may impact demand for the service and account for that in forecasting longer term demand.</p> <p>Review timeline in accordance with national Covid guidelines and ensure the pilot does not launch at an inappropriate time.</p> <p>Ensure potential customers are aware of the service through marketing, and ensure the service is marketed as 'Covid-19 safe' to encourage uptake and drive demand.</p>
Financial	<p>There is a risk that adequate funding is not secured.</p> <p>This would mean the service would not be subsidised, and full operating costs would have to be covered by the people using the service, which would either make the service unaffordable for many and would likely mean that the service would not be viable.</p> <p>There is a lack of revenue funding options as all potential funders are impacted by Covid and by significant financial pressures affecting anything beyond statutory provision.</p>	Probable	Highly Significant	Very high risk	<p>The change request for further development funding from the LPTIP, if approved, will cover the costs for the pilot and all activities associated with this.</p> <p>Engagement with potential funders is a key part of the forward plan, and it is clear in approval reports to all stakeholders that if funding is not secured the project will not be able to continue.</p>

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Financial	<p>The price point for people using the service is too high or too low.</p> <p>It is difficult to accurately gauge what is considered an affordable price point as affordability is relative to each person's situation.</p> <p>If too low, demand may outstrip supply, too high it will be unaffordable. Both result in the service not being viable in the longer term.</p>	Possible	Major Disruption	High risk	<p>The recommended price point is based on benchmarking analysis, comparing to existing private hire, such as Uber Assist, and to other service models currently operating in the UK.</p> <p>Ongoing research with people during the pilot to help determine what is affordable.</p>