

Annex 5: Risks and mitigations

This annex summarises the key risks associated with delivery of the Bus Plan and EP+, particularly financial and delivery commitments, dependencies on partners, and external pressures, and highlights the need for careful governance, prioritisation and alignment with available funding and Government requirements.

- There are no significant risks identified in the development or adoption of the proposed Plan. The outcomes will align with wider Council strategies and policy objectives.
- The Plan does not place a formal commitment on the County Council to deliver outcomes; however, progress will be monitored and expectations will need to be carefully managed through the engagement, consultation and adoption phases.
- Delivering enabling projects needed to achieve the Plan's outcomes may involve risks. These will be managed and mitigated during detailed scheme development.
- The EP+, however, is a statutory and legally binding document and may introduce additional commitments for the County Council, including financial and delivery obligations. This creates a risk that the Council may be required to deliver measures without confirmed or sufficient funding, particularly in the context of limited revenue funding and wider financial pressures.
- There is also a delivery risk associated with the Council's ability to implement EP+ commitments, including dependencies on third parties such as bus operators and infrastructure delivery, as well as external factors such as inflation, supply chain constraints and changing travel patterns.
- These risks will be mitigated through careful development of the EP+ proposals, ensuring that any commitments are realistic, deliverable and aligned with available funding, with appropriate phasing and prioritisation. Strong governance, ongoing engagement with operators and partners, and regular monitoring and review will also support effective risk management and delivery.
- In addition, Government guidance requires Enhanced Partnerships to be updated to incorporate new minimum standards by 1 April 2027 as a condition of the Consolidated Transport Funding. This presents a programme and delivery risk, particularly in ensuring that the Council is sufficiently prepared to meet new requirements within the required timeframe. The proposed approach to seek approval of the EP+ alongside, or shortly after, the Bus Plan (anticipated November 2026) provides a mitigation by allowing time to prepare for implementation and readiness ahead of the Government deadline.