Risk Register

Appendix One: Delegation to appoint a strategic partner consultancy, subject to the Governments decision for Local Government Reorganisation for Oxfordshire and West Berkshire

23 April 2026

				Gross			Current			Target						
Ref	**Description**	**Consequence**	**Name of Risk Owner**	**P**	**I**	**Score**	**P**	**I**	**Score**	**P**	**I**	**Score**	**Control/Mitigation Description**	**Control Date Due**	**Progress on Control/Mitigation**	**Action Owner**
R1	**Delay in securing specialist consultancy support**: There is a risk that the Council is unable to secure appropriate specialist consultancy support at pace following the Government's decision on Local Government Reorganisation due to limited market capacity and national competition.	Delay to programme mobilisation, reduced ability to meet Government timelines, increased pressure on internal capacity, and potential failure to deliver effective transition arrangements.	Transition Director	4	4	16	3	4	12	2	3	6	Delegation of authority to the Chief Executive to enable rapid procurement and appointment. Use of approved procurement frameworks to shorten timescales. Early market engagement and preparatory work undertaken in advance of the Government decision.	On publication of the Government's decision	Preparatory work ongoing; delegation sought through Cabinet delegated decision.	Transition Director
R2	**Government decision or timescales change**: The Government's preferred model or timetable for Local Government Reorganisation changes, is delayed, or differs from expectations.	Work undertaken becomes redundant, wasted officer time, delays to mobilisation, uncertainty for partners and staff, and potential reputational impact.	Chief Executive	3	4	12	2	4	8	1	3	3	Delegation is expressly conditional on confirmation of the 3 Councils model. No financial commitment entered into prior to Government decision. Ongoing engagement with Government and partner authorities to monitor position.	On publication of the Government's decision	Conditionality built into recommendations and procurement approach.	Transition Director
R3	**Financial exposure or unplanned cost pressures:** The cost of consultancy support exceeds available or approved budgets, or funding assumptions change following Government direction.	Budget overspend, need for in-year savings, pressure on the Medium Term Financial Plan, and reduced flexibility for future decision-making.	Group Finance Director	3	4	12	2	3	6	1	3	3	Funding confirmed within approved budgets. No commitment entered into unless LGR model confirmed. Financial oversight through consultation with the Group Finance Director and Monitoring Officer. Contract scaled and time-limited to avoid long-term commitments.	On publication of the Government's decision and at point of stratgic partner appointment	Financial controls established and reflected in report.	Transition Director
R4	**Non-compliance with procurement or governance requirements:** Procurement or appointment of consultancy services is challenged due to non-compliance with procurement legislation, Contract Rules and/or the Council's Constitution.	Legal challenge, delays to programme delivery, reputational damage, and potential financial penalties.	Monitoring Officer	3	4	12	2	4	8	1	3	3	Allowing sufficient time and resources to carry out a fully-compliant procurement exercise. Use of approved procurement frameworks. Legal and finance input into report and decision-making. Delegation aligned with the Council's Constitution. Ongoing Monitoring Officer oversight.	Prior to procurement commencement and at point of stratgic partner appointment	Legal, Procurement and finance engagement ongoing.	Transition Director
R5	**Insufficient internal capacity and capability:** Existing officer capacity and capability is insufficient to deliver the scale, pace and complexity of LGR design and implementation without specialist external support.	Reduced quality of programme design, staff fatigue, risk to business-as-usual service delivery, and failure to meet Government expectations.	Transition Director	4	4	16	3	3	9	2	3	6	Appointment of specialist consultancy support to augment capacity. Clear separation between system-wide LGR work and Greater Oxford design activity. Programme governance and prioritisation arrangements in place.	Programme mobilistion and at point of strategic partner appointment	LGR Programme Implementation Team in place; delegation sought to secure support.	Transition Director
R6	**Reputational risk from perceived premature action:** Stakeholders perceive the Council as acting prematurely or pre-empting the Government's decision on Local Government Reorganisation.	Reputational damage, reduced stakeholder trust, strained relationships with partners or Government.	Chief Executive	3	3	9	2	3	6	1	2	2	Clear communication that delegation and procurement are conditional. Transparent reporting through Cabinet and Engagement through the LGR Transition Board and political leadership.	Ongoing	Messaging and conditionality clearly set out in report.	Transition Director
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