

Corporate Governance Committee – 16
September 2026

Report by: Lydia Morrison – Corporate Director –
Finance and Resources

Lead Cllr: Cllr Liam Dewey-Beckett
Executive Councillor for Governance &
Democratic Services



Wards
All

Open / Exempt
Open

Key Decision?
No

Local Government Reorganisation Risk Register

Executive Summary: This report provides the Committee with an update on the management of risks relating to Local Government Reorganisation (LGR), presenting the current risk position, including summary reporting and heatmaps. It provides the Committee with the opportunity to comment on and offer challenge as part of the active management of LGR risks.

Recommendations

- 1.1. That the Committee comment on the progress the Council is making in regard to its management of risk related to Local Government Reorganisation, including the summary and heatmap reports in the appendices, and identifies any matters requiring further consideration.

Key Corporate Plan Priorities/Place Strategy Priorities

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Effective risk management is critical to ensuring the Council is efficient and effective at providing sustainable service delivery.

Report Author(s)

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1. PURPOSE OF THE REPORT

- 1.1** This report updates and informs the Committee on the approach being taken to identify, access and manage risks associated with Local Government Reorganisation (LGR).
- 1.2** Heatmaps and a summary LGR risk register are included as appendices to support the Committee's oversight of the current LGR risk profile.
- 1.3** The two LGR Corporate Risks are discussed in the 'Corporate Risk Register Report – September 2026'

2. BACKGROUND & CONTEXT

- 2.1** Local Government Reorganisation presents a significant and evolving risk environment for the Council, with potential implications for service delivery, governance, finance, staffing, partnerships, community outcomes, and readiness for transition.
- 2.1.1** At regional level, nine workstreams currently support delivery of LGR. These are led by the seven Chief Executives, with support from relevant senior officers. Each workstream is responsible for managing the risks associated with its service areas, and the delivery of key actions to meet the required timelines.

These regional workstreams are complemented by the internal HDC workstreams, structured around three themes: Corporate Services; Place and Regulatory Services; and People and Communities. Several supporting sub-workstreams sit below these. The risk registers maintained within the internal workstreams will be aligned with the corresponding regional registers to support a consistent and coordinated approach, and to ensure all potential risks are monitored effectively.

- 2.1.2** The HDC LGR Programme Board will be established in October to provide internal oversight of the workstreams and supporting sub-workstreams. Reporting to the Board will include identified risks within the wider programme, milestones, actions, progress, and achievements. Risks, issues, or escalating concerns requiring further attention or intervention will be escalated on an exception-based approach. The Programme Board will be overseen by senior officers.
- 2.1.3** A regional core Programme Management Office (PMO) is in place for coordination and oversight of administration and project management of the nine regional workstreams. The PMO is overseen by Sarah Reed, the regional LGR Implementation Director, and comprises project managers and business analysts supporting delivery of the LGR programme.

The core PMO is developing a programme-wide risk management strategy intended to establish a consistent approach to the monitoring and management of risks across the regional programme.

2.2 Narratives for LGR Risk Register

As this is the first LGR risk report presented to CGC a narrative has been provided for each risk.

- 2.2.1 01 LGR programme demands exceed available organisational capacity disrupting BAU services and delivery of Council priorities** – This risk will be monitored through the overall LGR programme board. Three actions have been identified, with aimed completion by October 2026. These include formalising the LGR workstream

arrangements and progressing the associated resource and project planning. Actions and target dates will remain under review as the programme develops.

2.2.2 02 Failure to meet statutory requirements leaves the Council exposed to legal challenges, impacting the successful delivery of the LGR transition – This risk will be monitored through the Corporate Services workstream. There are five open actions, including reviewing the capacity of the Council's legal function and ensuring that appropriate plans are in place to manage legal compliance. These actions will also be incorporated into the wider LGR programme plan.

2.2.3 03 Uncertainty over contracts and procurement delays LGR readiness, resulting in increased cost and service disruption – This risk will be monitored through the Corporate Services workstream. Three actions have been identified, relating to project planning for the potential novation of contracts and commissioning and review our contract register. Completion of actions is expected by November 2026.

2.2.4 04 LGR planning decisions fail to reflect local needs, and aspirations for growth, resulting in adverse outcomes for communities and businesses – Monitored through the Place workstream. Five actions are currently in-progress, focused on increasing engagement with the Cambridgeshire and Peterborough Combined Authority, establishing a clear communication strategy, and ensuring growth considerations are factored into project planning. Completion of actions is expected by November 2026.

2.2.5 05 Inadequate planning and coordination of ICT systems for LGR results in integration failures, incompatibility, service disruption and significant cost – This risk will be monitored through the IT workstream. There are currently seven actions associated with forward planning for IT provision and capacity/resourcing needs. Completion of actions is expected by October 2026.

2.2.6 06 External interference or influence alters the direction or delivery of LGR, delaying progress and adversely affecting Council and community outcomes – This risk will be monitored through the Communications workstream and at overall programme level. Three actions have been identified, including ongoing scenario planning. Some actions relate to later stages of LGR once the final determination from HM Government is known. The risk and its associated actions will continue to be assessed as the external environment develops.

2.2.7 07 Ineffective engagement throughout LGR leads to confusion amongst residents, reputational damage and poorly designed services. – This risk will be monitored through the Communications workstream. Two ongoing actions have been identified, relating to the continuous review of the LGR communications plan as and the development of appropriate, and effective communication for each potential LGR outcome. The actions are scheduled for review and expected to be complete by the end of October 2026.

2.2.8 08 Failure to carry out effective engagement with staff throughout LGR leads to industrial action, reputational damage, and damaged recruitment/retention – This risk will be monitored through the Workforce and Human Resources (HR) workstream. There are currently six actions associated with HR capacity, workforce engagement planning, and data collection and comparison of the workforce. It is expected that these actions will be completed by end of October 2026, once HM Government has provided a final determination; or the actions will remain ongoing throughout the programme given their nature.

2.2.9 09 Failure to carry out effective financial planning will impact the sustainability of new authorities, resulting in budget gaps that impact services – This risk will be monitored through the Finance workstream. There are two ongoing actions, covering assessment and planning for financial impacts and budgets, and continued scenario

planning. These actions are expected to be reviewed in October/November 2026 once a final determination is provided.

2.2.10 10 Service/structure redesign does not align with partners or meet outcomes for future geographies resulting in missed opportunities for Value For Money/streamlining – This risk will be monitored at overall LGR programme level. There are currently seven open actions. Progress on these actions is dependent upon HM Government's final determination. Actions are expected to remain ongoing throughout the programme for continuous review.

2.2.11 11 Failure to manage partnership relations effectively results in reputational damage, missed opportunities for alignment and delay in the LGR programme – This risk will be monitored through the Policy workstream and at overall LGR programme level. Four open actions are expected to be complete by end of November 2026. Timing and scope of these actions will be reviewed once HM Government's final determination is known.

2.2.12 12 Failure to provide members with sufficient information may result in ineffective decision-making leading to sub-optimal outcomes and missed Value For Money – This risk will be monitored through the Governance workstream. Five actions have been identified, with three scheduled for completion for the end of November 2026, and two scheduled for January 2027 to reflect the different stages of the LGR programme.

2.2.13 13 LGR changes priorities and resources, preventing delivery of Corporate Plan commitments – This risk has been recently identified and is being assessed to determine appropriate controls, dependencies and resource implications. Associated actions, responsibilities and target dates are being developed and will be submitted to the register once confirmed. This risk will be monitored at overall LGR programme level.

2.2.14 14 Changes to boundaries and service arrangements weaken established community connections, reducing cohesion, participation, and local resilience – This risk has been recently identified and is being assessed to determine appropriate controls, dependencies and resource implications. Associated actions, responsibilities and target dates are being developed and will be submitted to the register once confirmed. This risk will be monitored through the Communities workstream.

2.2.15 15 Boundary changes weaken identification with Huntingdonshire and local places, reducing trust, representation and support for the new authority – This risk has been recently identified and is being assessed to determine appropriate controls, dependencies and resource implications. Associated actions, responsibilities and target dates are being developed and will be submitted to the register once confirmed. This risk will be monitored at overall LGR programme level and through the Communications workstream.

3. COMMENTS OF OVERVIEW & SCRUTINY

N/A

(The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.)

4. IMPLICATIONS OF THE DECISION

N/A

5. LIST OF APPENDICIES

Appendix 1 – [LGR Risk Register Summary](#)

Appendix 2 – [Risk Heat Maps](#)