

Risk ID	Risk category	Risk description	Likelihood	Impact	Score	Mitigation actions	Mitigated
R000	Timeline & deadlines	Meeting the tight government deadlines for the submission of the full proposal in November 2025 will be challenging and there is a risk of missing the submission date.	1	4	4	Create a Programme Management Office (PMO) to oversee the programme. Develop a programme delivery plan with clear milestones and deadlines. Develop a robust governance process for effective decision making. Appoint an SRO for escalation and to address and delays promptly. Ensure PMO has sufficient capacity and skills to deliver the work. Draw on additional expertise from the wider organisation or through external support if required.	2
R002	Political	Lack of political support or approval from members causes delay or prevents progress leading to increased risk of missing the submission date.	2	2	4	Maintain ongoing engagement and regular progress updates with members via briefings, informal executive, group leaders etc. Adhere to the council's decision-making process set out in the constitution and ensure timely submission of agenda reports.	2
R003	Political	The lack of consensus on a single solution for Devon results in the submission of multiple proposals. This increases the risk that the government takes forward a competing proposal which does not fully reflect the council's ambitions.	3	4	12	Maintain regular contact to share progress and updates on developing proposals. Collaborate with other local authorities where there are commonalities in approach. Share essential data, as instructed by MHCLG, in order to develop final proposals. Share resources and best practice with other authorities.	8
R006	Strategic & Governance	Proposal fails to meet the criteria set out by government, meaning it is not taken forward to the Statutory Consultation Stage.	2	4	8	Regular sense check plans with other authorities, stakeholders or through subject matter experts to ensure the proposal meets all the criteria fully. Maintain regular contact with MHCLG and other government departments to ensure working to the latest policy and guidelines. Put in place robust transition plans and comms around the transfer to a new unitary.	4
R007	Legal & Compliance	Boundary Commission or other objections (High Court) could lead to a delay in establishing the new unitary authorities.	1	3	3	Consult legal experts regularly and maintain ongoing engagement with MHCLG and LGBCE. Develop a robust Transition and Implementation plan including interim governance arrangements.	2
R008	Comms & Engagement	Ensuring effective engagement and communication with all stakeholders, including council leaders, residents, businesses, and community groups, is crucial. Failure to do so could result in plans which do not meet the needs, priorities and ambitions of the local area.	1	2	2	Develop a comprehensive comms and engagement strategy. Develop a full stakeholder list. Develop a dedicated website/page to host resources, share information and latest news. Create multi-channel opportunities for stakeholder and public engagement through surveys, interviews, focus groups, webinars, workshops and briefings.	1