

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Residual Impact	Residual Probability
Housing Services	CRR-015b	Failure in the Delivery of the HRA Capital Investment Programmes	Failure in the delivery of the HRA Capital Investment Programmes.	Increasing interest rates and below inflation rent rises, alongside lots of competing demands, are significant risks	Overspend due to increase prices or the need to retender for further contractors to complete the work.	Nerys Parry	4	3	3	3	3	2
Corporate Strategy	SRR-001-ACE	Partnership working	Devolution governance debate disrupts partnership work	County and Districts pursuing different options for Unitary Government.	Negative impacts on services and projects delivered in partnership with County and partners.	Mish Tullar	4	4	4	2	4	1
Corporate Property and Assets	SRR-001-CA	Staff recruitment and retention .	Inability to recruit and/or retain staff on proposed terms and condition in Property and Re-generation and Major Works teams.	Terms and conditions of employment are not sufficiently attractive to attract permanent staff.	Required skills and capacity are not available to deliver required work programmes.	Jane Winfield	3	3	3	4	3	4
Planning Services	SRR-001-CD	Service Failure	Major service failure due to significant loss of ICT, staff etc	Major systems failure - major health pandemic etc	Reduction in staff or premises availability means a reduced service to customers and or a backlog of work to be cleared.	David Butler	4	3	3	3	3	3
Regulatory Services and Community Safety	SRR-001-ED	Regulation of the Private Rented Sector	Opportunity to embed HMO licensing across the City and to regulate the private rented sector	Systems failure/ poor delivery of service; inadequate engagement; non-compliance with regulation/ legislation	Damage to Council reputation and potentially finances; risks to occupiers. neighbours	Ian Wright	3	4	2	2	1	1
Financial Services	SRR-001-FS	Reputation Management	Failure to deliver an efficient and timely year end process for annual Council Tax and NDR bills, Rents, Garage and leaseholder statements	Lack of resources (staff/finance) Upgrades of software not carried out Single points of failure CTR will be administered through Revenues not Benefits Knowledge of requirements Ability to design templates Legislative requirements not addressed	The biggest risk to the Council is reputational. If the bills and notices are not delivered on time the Council cannot collect income due to it and would suffer reputational damage as a consequence. This risk is low until the process starts again in October	Laura Bessell	3	3	1	1	1	1
Housing Services	SRR-001-HC	Increased Homelessness Costs	Increased costs of provision of temporary accommodation and rent top-up payments. Reduced access to the private rented sector.	Changes to Housing Benefit and Local Housing Allowance regulations, economic climate leading to more severe problems for the customer base. Impacts of the cost of living crisis is likely to see an increase in individuals seeking homelessness assistance. Increased use of B&B accommodation .	Additional cost, less effective homelessness prevention work, higher homelessness acceptances	Nerys Parry	4	4	5	5	4	4
Regeneration and Economy	SRR-001-RE	Staff Recruitment	Difficulty in recruiting e.g. Regeneration Managers on proposed terms and conditions (FTC).	Terms and conditions of employment are not sufficiently attractive to attract and retain staff	Required skills and capacity are not available to deliver required work programmes or staff turnover results in the loss of skills from the team.	Jenny Barker	2	3	2	2	2	3
Planning Services	SRR-002-CD	Unplanned Workload	Unplanned workload leading to reactive response and delay or omission of proactive work	Complaints, added to complexities to existing work, unplanned work demands corporate or external	Delay or omission of programmed work, impact on quality of work if it is rushed or not checked. Reduction in quality of service to customers	David Butler	4	3	4	3	4	3
Financial Services	SRR-002-FS	ICT	OCC not able to deliver the improvements to ICT systems in a timely and manageable manner; Inability to deliver ICT Systems that operate in a controlled and robust manner on a timely basis	ICT workplan not adhered to and delayed; System implementation ineffectual leading to delays and / or poor system design and implementation	Increased inefficiencies in work flow leading to increased manual working and worsening collection rates; controls around the system not robust leading to an increased level of reconciliation or data control issues Project plans overlapping so that there is excessive work for staff over a shortened time period Non-compliance with contractual agreements and non-compliance with external standards such as PCN and PCI-DSS	Sonal Khade	2	2	4	3	2	2
Housing Services	SRR-002-HC	Delivery Failure - Affordable Housing	Low delivery rate for affordable housing	Changes to Home's England funding stream for housing development. Government policy changes affecting housing tenure, rental levels, LA borrowing ability. Economic recession, leading to instability in the housing market, and falling prices which could undermine site viability. Shortage of labour and materials. Increased uncertainty in the housing market linked to unknown speed of pandemic recovery and Brexit.	Decreased ability to house applicants in greatest need, "silting up" of temporary accommodation, additional costs. Major impacts on quality of life and life chances of population.	Nerys Parry	3	3	3	4	3	2

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Residual Impact	Residual Probability
Regeneration and Economy	SRR-002-RE	Staff Capacity	Little capacity in team to allow cover for other team members if required.	Internal and external projects and programme are running to very similar timescales in across economic development, City Centre, Green Transport and Regeneration creating resourcing pressures.	Staff resource and work needs to be carefully prioritised to handle demand. Some programmes are outside our control particularly in Green Transport and Economic Development. Difficulty to provide project cover if regeneration manager is off work or leaves at short notice.	Carolyn Ploszynski	2	4	4	4	3	3
Corporate Property and Assets	SRR-002-RMP	Income Generation	Income Generation due to Covid-19	Portfolio is biased towards retail/food and beverages and tenants are struggling to pay rent even with Central Government aid.	Reduced rent leading to budget pressure	Jane Winfield	4	4	3	3	2	3
Planning Services	SRR-003-CD	Project Delays	Project delays (service specific)	Poor project management of projects such as LocalPlan, major Development management case, change projects	Reduced performance, missed targets, ultimately delay to delivery of needed housing on the ground.	David Butler	4	3	3	3	3	3
Corporate Property and Assets	SRR-003-CP	Property Related Health and Safety Failure	General Fund property related health and safety failure - Compliance	Lack of statutory compliance. Potential for system failure. Particular focus on building safety, and occupier/user safety across all areas	Occupiers/users put at risk. Prosecution of Oxford City Council.	Jane Winfield	4	2	4	2	2	2
Financial Services	SRR-003-FI	Failure to recruit and retain key staff	Insufficient quality of applicants to vacancies, current key staff leave to better opportunities	Current pay scales not attractive, reputation of Council will not attract new recruits	Vacant posts remain vacant, and existing posts become vacant. Further pressure is put onto remaining staff to fulfil extra tasks	Nigel Kennedy	4	3	3	3	3	3
Regeneration and Economy	SRR-003-RE	Project Governance	Development board and associated groups within the governance process not utilised effectively as it could be across the council.	Lack of knowledge of how and when to utilise development review group and development board.	Board is reactive or not utilised leading to project problems.	Jenny Barker	2	3	2	3	2	3
Planning Services	SRR-004-CD	External Delays	Delays to Council projects caused by outside agencies	Delays by outside agencies - County Council, Consultees, National and Regional Government, other agencies like PINS	Reduced performance, missed targets	David Butler	4	4	4	4	4	4
Corporate Property and Assets	SRR-004-CP	Property Related Health and Safety Failure	General Fund property related health and safety failure - Systems	Review of current systems enables the implementation of more robust systems around building safety	Improved compliance and forward planning of PPM schedules	Steve Stansfield	2	3	3	3	2	2
Financial Services	SRR-004-CS	Welfare Reform	Implementation of Universal Credit roll-out and the additional effects of welfare reform and impact of changes to claimants benefit continue. Council Tax, Rents and Business Rates collection performance deteriorates	Welfare reform and changes to legislation We now know this will be fully rolled out by 2025.	Decline in service performance, overpayments occur and revenue and rent income streams are reduced.	Laura Bessell	3	2	2	1	1	1
Regeneration and Economy	SRR-004-RE	Health & Safety	Poor health and safety compliance due to inconsistent levels of experience and training.	Inconsistent levels of experience and training in project managers. Lack of corporate resource and training in H&S protocols.	Health and safety incidents and non compliance during projects which may cause significant project delays, fines or legal action and more widely causes risk to staff.	Jenny Barker	3	3	3	3	2	2
Financial Services	SRR-005-FI	Treasury Management	Safety of investments	Current economic climate and prolonged volatility in financial markets; banks and other investment institutions not being robust enough to survive future economic changes	Loss of principal investments placed	Bill Lewis	5	3	5	2	5	2
Community Services	SRR-005-LP	Service standards and quality provision	Service not delivering quality services	Lack of resources and employee deployment. Fragile procedures, process and delivery mechanisms. Internal and external monitoring and auditing principles not robust	Failure to achieve industry recognised accreditation (i.e. Quest, Green Flag, ISO). Increased costs. Corporate and service objectives fail to be delivered. Reputational damage. Reduced ability to draw down external funding	David Morrell	3	3	3	2	3	4
Regeneration and Economy	SRR-005-RE	Service Failure	Major service failure due to significant loss of ICT, Staff etc.	Major systems failure- major health pandemic etc.	Reduction in staff or premises availability means missed deadlines and a backlog of work to be cleared	Carolyn Ploszynski	4	2	2	2	2	2
Planning Services	SRR-006-CD	Income Targets	Non achievement of income targets	Impact of recession/Brexit/Other macro-economic issues - falling number of planning applications, visitor spend etc	Not meet budget estimates, Deficit in corporate budget. Ultimately impact on resources available to the council to provide services	David Butler	4	4	3	3	2	3

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Residual Impact	Residual Probability
Law and Governance	SRR-006-LG	Resilience of Service	Inability to effectively deliver services required by the Council to deliver and support statutory and non-statutory functions	Inability to recruit lawyers to permanent post, leaving service dependent on locum resources and therefore exceeding salary budget The majority of permanent posts have been recruited to. Further advertising of the Litigation and Planning Lawyer posts has not been successful. The Council will have to retain a locum lawyer in litigation and reconsider the recruitment strategy.	Reputational damage; adverse costs; greater reliance on external services and therefore increased costs. Ability to meet Council's own requirements prejudiced.	Emma Jackman	4	3	3	2	3	1
Regeneration and Economy	SRR-006-RE	Support Team Capacity	Lack of specialist advice or delays to projects caused by support team capacity	Commitments to projects and resourcing of support services (procurement, legal, finance, communities, planning) have not been considered in tandem and therefore resourcing in support areas cannot meet requirements of capital projects	Project delays and inaccurate information reported through governance process	Jenny Barker	2	3	3	3	3	3
Planning Services	SRR-007-CD	Government legislation, Democracy and Localism Bill	Substantial changes to the planning system. Relaxation of Change of Use, Prior Approval regime extended Impact of expectations of politicians and the local community impacting on resources and priorities	Government legislation leading to need to redesign processes	Lack of capacity to meet changes coming from government, undermining of the delivery of local policy objectives (e.g. protection of key employment sites). Neighbourhood Plans put pressure on resources and/or seek to challenge City Council	David Butler	4	4	4	4	4	4
Community Services	SRR-007-LP	Insufficient revenue and capital for each proposed development	Insufficient revenue and capital for each proposed development	Current economic climate/Comprehensive spending review	Developments do not take place	Hagan Lewisman	3	3	3	3	3	3
Community Services	SRR-007-PC	Income Targets	Non achievement of Town Hall income targets	Impact of economic circumstances; delays in building maintenance, major disruption to business e.g. fire, major repairs		David Hunt	4	4	1	1	1	1
Regeneration and Economy	SRR-007-RE	Staff Budget	Lack of budget to maintain staffing levels across service. Regen team due to failure to capitalise on the regeneration managers time and lack of funding to maintain current levels for city centre management and economic development teams	Staff budget relies capitalising time and external funding sources	Not being able to maintain staffing level of teams which would mean reduced resource to bring forward projects and programmes.	Carolyn Ploszynski	3	3	2	2	2	2
Regeneration and Economy	SRR-008-RE	Project Delays	Significant delays of capital projects	Unforeseen circumstances, external factors, competing asks on resources	Reduced performance and missed targets on capital projects which affect overall expenditure, MTFP spend or grant stipulations	Carolyn Ploszynski	2	3	4	4	4	4
Planning Services	SRR-009-CD	Opposition	Opposition to emerging statutory plans, and to planning applications and decisions; A) vocal and organised local opposition before decision; B) opposition at Examination or committee stage; C) Legal Challenge after Adoption or planning decision	Local public, groups, organisations or political parties object to policies in emerging documents and choose to use many and all avenues to express objection, including some outside normal procedures and all drawing a lot of media attention . Or opposition to planning applications at, pre-application, after validation. Committee and post decision stages	Delay, extra costs, reputational risk, possibly amendments to policies.	David Butler	4	3	3	3	3	3
Housing Services	SRR-009-HC	Long term sustainability of HRA business plan	Changes to variable factors threatens investment and service performance and medium term financial strategy	Government legislative changes with respect to welfare reform, rent policy and sale of high value assets. Government rules on Right to Buy receipts mean money not spent in certain timeframe need to be returned to central government with interest. The Rent Cap being set at 7% has limited rental income alongside the pressure of supply, repairs & maintenance and the retrofit agenda will cause significant pressures for the HRA.	Significant reduction to rental income threatens the investment programme in existing stock and new Council housing and the level and quality of landlord services. As well as our ability to respond to retrofit agenda, new decent homes standards and any further demands from regulator.	Nerys Parry	4	3	4	2	4	2
Community Services	SRR-010- CS	Budget and Income	Trading Income from Event hire	Changes to Broad Street, COVID-19, the cost of living impact on the events sector and targeted campaigns against event organisers	Budgeted Target not met	Paula Redway	2	4	1	3	1	2

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Residual Impact	Residual Probability
Planning Services	SRR-010-CD	New Partnership Challenges	Oxford Growth strategy, and related work including City Deal scheme implementation. Unable to secure partnership agreement in order to deliver work plan commitments with pace to work plan	Unable to reach agreement with partners, necessity to compromise away from best interests, prevarication, delay and effort in the processes	Delay, failure, less favourable out comes, more complex delivery mechanism going forward	David Butler	4	4	3	4	3	4
Community Services	SRR-010-LP	Breach in H&S leading to fatality/closure of building	Breach in H&S leading to incident/ injury/ fatality/ closure of leisure facility and/ or service disruption	Failure of health and safety management and monitoring	Risk of injury or death to persons. Reputational risk. Financial claims. Risk of facility closure or service disruption	David Morrell	3	3	4	3	4	3
Community Services	SRR-011-CS	Hinksey heated Outdoor Pool Cover	Incident, injury, vandalism cost liability and negative publicity.	Unauthorised access to the facility and a pool cover installation; Pool cover not operated by the end user as intended (i.e. leisure provider);	Risk of serious incident or injury; Cost liability to the council; Negative PR to the council; Utility and carbon savings not achieved inline with any funding agreement; Un-budgeted R&M or Lifecycle replacement costs to the council; Challenge from the leisure provider; Contract management relationship with the leisure provider.	Ian Brooke	2	4	4	3	3	3
Housing Services	SRR-011-HC	ICT re-investment projects - delivery failure	Risks relating to the delivery of ICT projects following the ICT Strategic Review, including cost over-runs; project resourcing capacity (operational and technical); delivery timetable delays; quality or specification/ procurement/ provider issues; etc.	Project over-runs or service objectives not acheieved through proposed procurement.	Delays in implementation of the Customer Portal impacting the CBL system, online housing application and the enhanced housing options along with the Verssa mobile. Additional administration requirements for operation staff whilst we await a self serve option for tenants and applicants.	Nerys Parry	3	3	3	3	2	3
Community Services	SRR-011-LP	Loss of key staff members	Prolonged absence or badly planned leave may result in the service area not delivering on its objectives	Staffing structure quite tight, meaning that there can be resource issues	Non delivery of service objectives	Ian Brooke	3	4	3	4	3	3
Law and Governance	SRR-012-LG	External Legal Resources	External legal costs exceed budget	Unpredictability of costs which may arise. Due to increase demand in client departments for legal support, capacity issues continue which has an impact on ELA requirements.	Budgetary pressure	Emma Griffiths	3	4	3	2	2	2
Community Services	SRR-012-LP	Insufficient resource and market demand to deliver financial plan	A stringent focus is on this work, although the macro env continues to increase the challenges. There is a risk of there not being enough resource (staff time), and/or market demand to deliver the level required	Not enough staff time / insufficient demand for additional activities	Reduced delivery of efficiencies	Ian Brooke	4	3	3	3	3	3
Regulatory Services and Community Safety	SRR-013-ED	Public Health Protection	Threats to public health eg., from food borne communicable disease	Uncontrolled spread of diseases; illness and possible deaths; damage to Council reputation.	Failure to adequately control/respond to outbreaks.	Ian Wright	4	4	3	3	3	3
Housing Services	SRR-013-HP	Property Related Health and Safety Failure	Property related health and safety failure (HRA)	Lack of statutory compliance. Potential for system failure. Particular focus on tower blocks compliance.	Occupiers put at risk. Prosecution of Oxford City Council.	Steve Stansfield	4	2	3	2	2	1
Housing Services	SRR-014-HC	Delivery Failure - Adult Homeless Pathway Transformation programme.	Risks relating to the delivery on time of the Alliance transformation programme to provide sufficient reprofiled services of good quality across the County.	Project over-runs or service objectives not achieved through proposed approach and subsequent procurement. Reduction in funding from DLUHC. High inflation increasing costs for providers causing services to be reduced.	Increased rough sleepers; more statutory homeless presentations; the need for increased City Council investment to maintain quality services, etc.	Nerys Parry	3	3	4	4	3	3
Financial Services	SRR-015-FI	Budget Management	Inability to forecast outturn effectively due to limited or incorrect information	There are significant efficiency savings and service reductions across the board as a result of budget process, and these may be difficult to deliver, or to understand if they will be delivered timely.	Increased use of balances or further reductions to be identified	Sonal Khade	2	2	2	2	2	2

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Residual Impact	Residual Probability
Community Services	SRR-015-LP	Safeguarding	Safeguarding vulnerable groups including children.	Poor training off and recognition of safeguarding principals. Poor monitoring and compliance regimes	Risk to Council reputation. Risk of allegation. Risk to public safety	Hagan Lewisman	4	3	4	2	4	2
Law and Governance	SRR-016-LG	ICT	Reliance on ICT and System Failures - Modgov, Iken, IDOX and eCase. Also need to move Legal to a cloud based version of IKEN so that they can be migrated to O365 without delay.	Insufficient support for critical systems and lack of timely roll out of appropriate device solution for Members	Officers and Members operating inefficiently or being frustrated in the discharge of their roles	Emma Jackman	4	4	4	3	3	2
Financial Services	SRR-017-FI	Corporate Fraud	Suppliers set up on payment system that are not genuine or requests to change bank account details that are not genuine	Third parties attempt to defraud the council	Payments being misappropriated, loss of public monies	Annette Osborne	3	3	3	3	3	2
Law and Governance	SRR-017-LG	Legal Income	Income target not achieved	Failure to secure external work	Budgetary Pressure	Emma Jackman	3	3	3	3	3	2
Financial Services	SRR-018-FS	Management effectiveness and employee ability to deliver services	Excessive pressure placed on staff and managers	Increased workloads and increased volumes of emails and online meetings in addition to increasing demands arising from the "day job"	Staff burnout; increased incidence of stress; lack of capacity to deliver work demands	Nigel Kennedy	4	4	4	4	3	3
Law and Governance	SRR-018-LG	Complaints Handling	Failure of corporate complaints process resulting in Ombudsman intervention	Reliance on limited number of officers	Reputational risk. Additional complaints and/or ombudsmen intervention.	Emma Jackman	3	4	3	4	2	1
Financial Services	SRR-019-FS	Health & Safety	Staff are subject to volatile situations in the course of their duties and possible harm	Robust & challenging conversations held with subjects of investigation during interviews and visits leading to escalation tension and possible physical assault.	Staff subject to harm and subsequent short or long-term sickness, reduced resources.	Scott Warner	1	1	2	2	2	2
Community Services	SRR-020-CS	Community Cohesion Erodes	The risk that social and community cohesion will be negatively affected, detracting from our aims to encourage strong and active communities.	Britain's exit from the EU, shifts in national politics, and subsequent shifts in society's perceptions.	1.Uncertainty and instability in political climate leads to social and political polarisation - this in turn could lead to political fallout/shifts in management and risk of the council developing a bad reputation 2.Political instability means social instability / unrest, leading to higher rates of hate crime. Deepening cleavages in society divides communities, with settled communities feeling neglected by local authorities in favour of new/emerging communities - diversity is seen as a threat for some. 3. Social unrest can have negative effects on health, which carries risk of widening existing health inequalities across the city.	Ian Brooke	3	5	3	3	3	3
Financial Services	SRR-020-FS	Budget and Income	Failure to deliver profiled trading income due to external factors	Reduced appetites for external clients and partners to spend on counter-fraud services due to cost of living crisis, politics or competing priorities	Trading income targets not achieved, medium term financial plan compromised, budgetary overspend.	Scott Warner	1	1	2	1	1	1
Financial Services	SRR-021-FS	Performance	Failure to achieve service plan targets and objectives due to unplanned staff absence or turnover including sickness	Some fixed term contracts in the team increase risk of staff looking to alternative roles with other organisations.	Targets not achieved, trading income compromised, inability to service external contractual commitments	Scott Warner	1	1	3	2	3	1
Law and Governance	SRR-022-LG	Budgetary issue	Increase in the cost of postage causing budget pressures	The rise in the cost of postage has increased in recent years (with another in-year rise of 15% due)	Pressure on budgets beyond what is acceptable	Martin John	3	3	3	2	3	1
Law and Governance	SRR-023-LG	Voter ID provisions	Issues around the introduction of voter ID measures, due in Oxford in May 2024 (or any preceding by-elections)	The provisions within the Elections Act 2022 mean that the Council's RO has to put in place systems to allow the production of ID in order for an elector to vote at a polling station.	Potential issues with ID, training staff, getting the message out to electors about the new measures and the availability of VACs if they have no valid ID	Caroline Green	4	4	4	3	4	2
Law and Governance	SRR-024-LG	FOIA and DPA compliance	Failure to comply with statutory deadlines in terms of information Requests and Data Subject Access Requests. Failure to properly manage personal data.	Failure of other council departments and officers to contribute and approve in timescales required	Reputation risk, ICO action could result.	Emma Jackman	3	3	3	3	3	3

Service	Ref	Title	Risk description	Cause	Consequence	Owner	Gross Impact	Gross Probability	Current Impact	Current Probability	Residual Impact	Residual Probability
Law and Governance	SRR-025-LG	Data Protection	Data Protection Breach and Non-Compliance with Data Protection Law	Failure of the organisation to adhere to data protection law would cause issues for the team in terms of capacity and work implications	Increased workload on a small team. Organisation could suffer reputational damage and/or have fines levied against them by ICO. Reputational risk for Service & Council Financial penalties for Council & employees. Potential litigation against Council with damages/adverse costs	Emma Jackman	4	3	4	3	2	2
Community Services	SRR-028-PCC	Sponsorship	Failure to achieve sponsorship income targets	Business climate.	Difficult to sustain city events and cultural activity on an annual basis.	Paula Redway	4	2	2	2	1	2
Financial Services	SRR-034-BIT	Procurement	Risk of challenge	Failure to follow best practice	Reputation of Council. Financial penalty. Poor decision making and financial loss due to potentially awarding a contract to the wrong supplier. Potential delays in achieving organisational objectives as a result of challenge and if decision set aside	Annette Osborne	3	3	4	4	3	3
Business Improvement	SRR-039-BIT	Corporate Management	Managers not equipped to meet the changing needs of the organisation	<i>Development of Fit for the Future Programme, gives new accountabilities and responsibilities for Leaders</i>	<i>If not addressed service improvements and efficiencies not delivered</i>	Helen Bishop	3	2	3	3	2	2
Business Improvement	SRR-044-BI	Budget pressures	Budget pressures in Customer Services, including Customer Contact and Corporate Support teams	Increased workload Improvements not delivered to improve services and reduce resource requirement Insufficient funding for workforce	Service savings not achieved	Helen Bishop	3	3	3	3	2	2
Community Services	SRR-CoS001	Decarbonisation Programme - Impact to leisure operator & service provision	Impact to leisure operator & service provision from the programme of works for the decarbonisation of council community assets	Full or partial facility closures to deliver the decarbonisation and enabling programme of works, within the PSDA (Salix) timelines.	Impact on the councils MTFP; Compensation claim from the leisure operator; Reputational risk to the council; interim reduction in wellbeing & resilience opportunities for our communities and residents.	David Morrell	5	5	1	2	1	1