

Summary of Key Risks Requiring Management Action

Human resource issues

Scenario	Short name
2	The Council experiences difficulty in recruiting and retaining staff – especially in professional positions
20	Successful service delivery is dependent upon effective performance monitoring.
8	A proportion of middle managers have proven technical expertise but lack the more general management skills
24	A key individual in the IT support team leaves / goes on long term absence

Housing

Scenario	Short name
41	The stock transfer is stalled
15	Lack of affordable housing within the Borough

East Street

Scenario	Short name
27	The significant East Street development project fails to get off the ground.
26	A key part of the East Street development is delayed / halted as a result of political involvement

Partnership working

Scenario	Short name
1	Failure to develop effective partnerships with other agencies.

Economic development

Scenario	Short name
3	Businesses choose not locate in the area / move out of the area

Resource/funding allocation

Scenario	Short name
25	The Borough has four distinct communities, Farnham, Godalming, Haslemere and Cranleigh and tensions exist between allocation of resources to each.
47	The Council has limited resources and many assets in need of maintenance/ updating.
31	The council's pension fund, managed by the county, is currently

under funded and requires increased contributions into the fund which places pressure on revenue budgets into the future.

Leadership and communication

Scenario	Short name
33	Members are increasingly required to deal with strategic issues and provide leadership.
17	The Council is not good at recognising or celebrating success
28	The senior management team is perceived not to provide clear leadership on a key decision

Regulation/Central government direction

Scenario	Short name
42	There is a conflict between central direction and local requirements
44	CPA direction of travel assessment identifies a worsening position and the direction of travel is assessed as backwards.

Litigation

Scenario	Short name
48	The Council is constantly exposed to the possibility of high profile litigation by a local resident/group.

Community issues

Scenario	Short name
11	Funding bid to tackle deprivation is lost / funding not available
14	The Council fails to adequately respond to demographic trends.

Civil Contingencies

Scenario	Short name
33	The Civil Contingencies Act will require the Council to reassess the robustness of its business continuity planning process

Recycling

Scenario	Short name
46	Waverley Borough Council has challenging recycling targets to achieve

Local Government reorganisation

Scenario	Short name
49	The reorganisation of Local Government on a regional basis is a distinct possibility