



CORPORATE SERVICES

Council Corporate Services Improvement Plan 2018-19

COMMUNITY



DEMOCRACY



ECONOMY



ENVIRONMENT





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Delivering the Business of the Council

Tavistock Town Council adopts a plan led approach to the delivery of Council business and performance management. Higher level organisational goals and the principles underpinning the operation of the Council are set out in the Strategic Plan 2017-2021. These are then embedded in the organisation through annual service planning (integrating the operational with the strategic), regular reporting, monitoring and the staff appraisal system.

As such these documents are distinct from a Neighbourhood Plan (relating substantially to land use/the built environment) or a Community Plan/Town Vision (setting out the wider needs &/or aspirations of the community). The primary purpose is to set out those tasks or activities by which the success of the Council can be judged year on year in the context of the Council priorities and with regard to how we conduct Council business on behalf of our community.

In 2017 the Council agreed the four year Strategic Plan. It is now invited to approve the addition of two additional sub priorities within the Democracy and Economy Sections in that document of:

- D 5 Compliance (reflecting the regulatory/related obligations placed on the Council) and
- Ec 6 Prudent Financial Management (reflecting the challenging financial environment - internal and external).

This annual Corporate Service Improvement Plan has been prepared to accord with those strategic goals included in the higher Council Plan. Together these form the basis from which service activities and goals are identified, prioritised, resourced and delivered.

1 Service – The Corporate Plan

1.1 Name of Service

Corporate Services

1.2 Responsible Officer

Town Clerk

1.3 Future Challenges

The most significant organisational challenges envisaged over the next planned period continue to primarily relate to the challenging external environment alongside organisational capacity to deliver the most substantial work programme yet undertaken by the Council. This includes:-

- a. Impact of a major public/private partnership project – a Townscape Heritage Initiative Scheme for Tavistock relating to both major capital projects and scheme governance (accountable body status). This is now in delivery phase and scheduled to run until 2019 (scheme value iro £2.2m). Delivery of public realm arrangements are set to fall within this plan period alongside mobilisation of remaining third party



landlord projects and complimentary initiatives. Continuity of staffing/resourcing remains a particular challenge.

- b. Linking to the above the development of a new sustainable themed market use related offer for the Butchers Hall.
- c. Delivery of the Guildhall WHS Gateway Centre proposal in partnership with Tavistock Heritage Trust to ensure sustainable and affordable future operating arrangements. The largest single capital/activity project undertaken by the Council in association with Heritage Lottery Fund with associated resourcing/capacity implications now and for the future.
- d. The priority attached to rebuilding the General Reserve to required levels and the Capital Reserve to acceptable levels (and, by implication, reduction in & control of spend).
- e. Organisational demands and calls on scarce resources arising from an extensive capital programme.
- f. The equitable rationalisation of long term lease arrangements.
- g. The continuing/challenging legislative and financial environment within which Local Government operates, including the impact of the wider economic situation, an increasing regulatory burden and potential for government controls over spending.
- h. Potential strains on (as well as a greater dependence on) partnership and collaborative working in a deteriorating public/voluntary service environment together with anticipated (and unforeseen) demands which might come to be placed on Council resources. For example service 'hand-down' from partners (eg toilets).
- i. The resourcing, development and delivery of/adherence to effective neighbourhood, strategic and service planning arrangements.
- j. The operation of the Council and the organisational, skill, cultural, capacity and behavioural demands of effectively operating in, and delivering probity in, public service at a time of unprecedented delivery demand.
- k. Supporting and developing the new (2019-23) Council.

1.1 Purpose of Service

- to support the democratic process and co-ordinate corporate direction to meet Council goals and objectives.
- to secure and maintain appropriate standards of organisational governance and probity including the requirements of the S151 (Responsible Finance Officer) role.
- to ensure customer-focussed, professional and cost-effective front – line, stewardship and support services are provided to the Council and Community.



- to support community leadership and grow community capacity.

1.2 Function of Service

On a day-to-day basis the main Corporate Services provided are the following:-

- Ensuring the efficient, effective and economic use of resources (including measures of control and assurance) to secure 'best value' and promote continuous organisational improvement;
- Promoting the modernisation agenda for Local Government and supporting Councillors in their strategic and representational roles;
- Leading, motivating, co-ordinating and managing all aspects of a multi-disciplinary organisation and associated organisational, commercial and project planning;
- Facilitating and supporting the identification, development and delivery of strategic projects and initiatives;
- Providing strategic and policy advice and guidance;
- Promoting both locally based and strategic partnerships and other forms of collaborative and intra/inter agency working for and on behalf of the community of Tavistock;
- Maintaining probity and advising on the application and construction of legislation, the common law, council procedures and best practice relating to the work of the Council and associated organisational arrangements;
- Developing, implementing and securing compliance in relation to statutory obligations, organisational rules, procedures and practice;
- Providing effective arrangements for the management of Council assets;
- Leading the work of the management team in delivering organisational goals and objectives;
- Discharging the duties of the Proper Officer, Responsible Finance Officer and such statutory and other obligations as are placed upon the Town Clerk as Chief Officer of the Council.

More specifically with regard to the general office function¹:

- Maintaining high levels of occupancy (and low levels of debt) for Council lets, managing day to day tenant relationships in accordance with Council Policy, legal obligations and good practice;
- The management and delivery of certain human resource services together with payroll, purchasing and other finance functions;

¹ Developed from former Administration Office Service Plan prior to consolidation



- Maintenance of statutory and organisational records and compliance with legal obligations in relation to administrative, financial and related corporate matters;
- The provision of civic and mayoral support, updating of the Council website publication of the town guide & council newsletter, administration of council grant scheme and the Jessie Ann Alford Charity;
- Provision of general office & corporate/democratic administration and support services.

1.3 Legal Requirements

Are principally:-

- Local Government Act 1972
- Health & Safety at Work Acts
- Landlord and Tenant Act 1954
- Common Law in relation to meetings
- General Data Protection Regulation & Data Protection Act 2018
- Freedom of Information Act 2000
- Public Bodies (Admission to Meetings) Act 1960
- Public Health Acts
- Disability Discrimination Act 1995
- Equality Act 2010
- Occupiers Liability Acts 1957 and 1984
- The Tavistock Acts
- Localism Act 2011
- Planning legislation and guidelines
- Auto-enrolment legislation

1.4 Committee

Budget & Policy/Council



2 Projects/Tasks

This section deals with planned high level projects or actions for the service/Council².

Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Townscape Heritage Initiative Scheme (THI) - Accountable Body role	Delivery Phase Delivery of actions in stage 2 bid	2014	Autumn 2019	TC/THI PMB	Y	D1,2,C1,3 En1, 2, Ec1,2,4
Townscape Heritage Initiative Scheme (THI) – TTC properties delivery	Delivery of actions in stage 2 bid for TTC critical bldgs & public realm	May 2015	By 2019 (each project has its own timetable)	GM/TC	Y	En 1,2, Ec1,4,5
Funding Gap – Capital Reserves - to introduce a plan to secure the rebuilding of General and other Reserves to acceptable levels	To replenish reserves within 3-5yrs (iro £670,000 shortfall) including £60,250 match funding for G'hall	May 2018	May 2021 (General Reserve), May 2022 Other Reserves	TTC/RFO	Y	Ec4,5

² Note – securing the Charter for Member Development and progressing a Neighbourhood Plan have been removed by virtue of capacity issues/current overall position.



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Funding Gap - revenue	Introduce arrangements to manage anticipated future increased revenue funding costs	May 2018	May 2019	TTC/RFO	Y	Ec4, 5
Guildhall Gateway Centre Round 2 HLF Project delivery	Secure PTS. Manage, co-ordinate & deliver HLF supported project to time, budget and HLF conditions	Summer 2018	June 2021	TC/GM	Y	C1, 5, En 1, 2, Ec 1, 2, 3.
Localism Project(s) (tbi) - Identify, develop and undertake one or more partnership based localism projects – ongoing brief	Identify & implement collaborative projects for the Town	ongoing	n/a	TC/GM	Project specific -as required	C1, Ec 2



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Working together in the Interests of Tavistock (closely related to the above) – ongoing brief	Co-ordinated approach in delivery of local authority services/ activities	Ongoing (but reducing input from partners)	n/a	TC/GM	Y	All
WHS 'Key Centre status' for Tavistock	Progress toward achieving Key Centre status for Tavistock	Heavily dependent on above (G'hall refers)	Subject to completion of tasks set out in adopted action plan	TC & WHS Team	Y	Ec1, 2, 3
Staffing Review	To review the operation of the organisation & associated job evaluation scheme to better cater for increased demands	To follow review of Works Dep't (see Community Services Plan)	2019	TC	Y	Ec4



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Development and introduction of Property Maintenance Plan	To identify the long term on-going costs associated with council properties + plan repairs	Under way	Re revised Autumn 2019	GM	Y	En 1,2, Ec4, 5
Council Newsletter	To deliver a Council Newsletter bi-annually	May 2017 1 st edition	ongoing	ATTC	Y	C2
Updating of records and publication requirements	To hold necessary records and documents in the recommended format	Under way	ongoing	ATTC/TC	N/A	Ec 4
Long Leases (public)	to rationalise public long leases in the interests of the Town	Sept 2015	Subject to negotiations revised est early 2019	TC	Y	Ec 4



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Long leases (private)	to settle &/or rationalise private long leases	Sept 2015	Subject to negotiations est 2019-20	TC	Y	Ec 4

³In relation to the general office function

Civic and special events (inc. Civic Service and Civic Ball)	To deliver successful civic and related special events at minimal cost to Tavistock Town Council	On-going	On-going	ATTC	Yes	D4, Ec 4
Provide support to other departments for Goose Fair, Garden Festival and other community events	To help and support with the delivery of all events run by Tavistock Town Council	July to October annually (for Goose Fair) ad hoc for other events	On-going	ATTC (for office)	Yes	Ec 4

³ Footnote 1 above refers



Initiate such organisational improvement initiatives as appropriate to improve capacity and compliance	Probity & compliance	August 2018	On-going	ATTC/TC	No	Ec4
Complete the compilation of the Minutes of all Committee, Sub-Committee and Council Meetings and arrange binding	To provide a permanent record of Meetings held by the Town Council	Started	October 2017	ATTC	No	Ec 4
With the new TTC website the population of relevant documents, agendas, reports, policies and procedures etc for public, Councillors and staff and to meet statutory obligations	To provide a central point for accessing all relevant and up to date documents, and to reduce the need for paper documents	Started	On-going	ATTC/Office staff	Yes	C 2, Ec 4



3 Consultation Plan

This section deals with any consultations planned by the service in the year 2017/18.

Description	Method & Style of Consultation to be employed	Date
Localism projects and/or working together in the interests of Tavistock	Consultation with service users/stakeholders and partners as/where necessary	To be determined as eligible projects are identified
Guildhall Gateway Centre	Commensurate with guidance of HLF & Bid documents	As required and as appropriate
WHS – Key Centre	As necessary to meet required standards	As necessitated by the project timeline(s)
Townscape Heritage Initiative – oversight of required consultation(s)	Consultation with service users/stakeholders and partners as/where necessary in accordance with the Bid. Note – mostly completed at development stage – also evaluation process	As per the Bid dateline. 1 st stage evaluation commenced. Stage 2 = 2019
Neighbourhood Plan (currently on hold)	As required by the statutory process	As required by the process.
4Continue the Annual Report /Council Newsletter	The Annual Report/Council Newsletter allows the Council to inform Tavistock’s residents of the activities the Council has undertaken, or has planned.	Commenced 2017. Two publications per year
Capital Projects eg THI Public Realm	To be consistent with good practice and HLF requirements	In accordance with individual project plans

⁴ Note – unlikely to be capable of continuing to be delivered on a partnership basis



4 Performance Indicators

Description	Type (KPI, C or Local)	Responsible Officer	Actual 2016-17	Target 2017-18	Actual 2017-18	Target 2018-19	Comments
Prop's – No of Properties void for more than 3 months	L	TC	2	0	1	0	Due to interim alternative use linking to refurbishment works
Staff Average No of days sickness taken by staff	C	MT	7.04	7.5 max threshold	5.96	7.5 max threshold	Return toward norm after previous yr's long term sicknesses
Staff % delivery against annual core training needs	C	MT	68.5%	100%	tba	100%	All figures not yet in
Councillors – % Members of Council who have attended 3 or more 1 st tier training events in yr 1 (post election) and 2 in each year thereafter.	L	TC	17.64%	100%	100% for 2 of the new Councillors in the period. Note 2 more have only recently been returned. 13.33% for all others	100%	This represents an overall indicator of training take up/ commitment in relation to the local council sector by members
Finance % orders made requiring a purchase order per service area that have a PO	L	MT	87.59	100%	96.03	100%	Improvement showing



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2016-17	Target 2017-18	Actual 2017-18	Target 2018-19	Comments
Audit – % of Internal Audit recommendations implemented within 6 months of due date	L	MT	94.73	100%	100%	100%	Note some audit issues may be picked up at particular junctures
Complaints – % formal complaints concluded within policy time	L	MT	100%	100%	100% (nil formal)	100%	Formal complaints are infrequent. Most informal representations are dealt with directly by managers
H&S – % of risk assessments/safe systems of work in place and reviewed within previous 24 months	C	MT	93.25%	100%	tba	100%	All figures not yet in
Note – MT = Management Team Non discretionary overtime = that which is not necessarily incurred as part of a project or schedule of activities agreed by Council eg Goose Fair or weekend litter picks. A = Annual Indicator							



5 Efficiency Gains

5.1 Efficiency Gains to be Achieved – 2017-18 ONWARDS

Description	Expected Efficiency Gains
<i>Describe measures, explain any calculations and indicate if "cashable".</i>	2018-19
Council services are tasked with continuing to seek best value including maximising income and minimising expenditure across the authority. In addition substantial grants and equivalent contributions have been sourced to offset spend and improve the value offer the Council can make The Council is also reviewing how best to meet the current capital shortfall and projected increased revenue costs.	See service specific plan proposals



6 Risk Management

This section deals with organisational issues of business continuity and risk management.

Please also note that

- individual projects – such as the Guildhall Gateway Centre and Townscape Heritage Initiative have individual risk registers;
- there are a number of areas (please refer to footnotes) where severity and/or likelihood have increased within corporate risks.

Risk No	Risk Details	Risk Matrix		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity out of 5	Likelihood out of 5				



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C1	<p>Increasing Costs and Reductions in Income</p> <p>The risk is that costs will continue to increase, income will reduce and service demands will increase resulting in the Council not being able to meet its commitments, or having to cut significant service areas. This includes the possibility WDBC may withhold the monies allocated under localisation of council tax rules leading to a net loss for the Council of iro £50,000 and/or that government introduces precept capping</p> <p>In particular there is a risk that the Guildhall project as presently developing will substantially increase the financial liabilities faced by the Council over the long term</p> <p>The risk is that the Council will fail to secure efficiencies or manage spend adequately leading to a loss of future capacity to re-invest in the business/community services</p>	4 ⁵	4	<p>Mitigation:</p> <p>Service Planning and performance management system roll out;</p> <p>Improved reporting of financial details to Council and improved debtor management;</p> <p>Development of Management Plans in key areas such as Pannier Market and property maintenance</p> <p>Council decision to 'replace' reducing localisation tax each year</p> <p>Mitigation: disciplined approach to reinstating reserves and only incurring funded costs</p> <p>Control: Budget management and monthly reporting / escalation and management response.</p> <p>Revised operational areas oversight arrangements</p>	<p>Ongoing</p> <p>In place</p> <p>Started</p>	<p>Ongoing</p> <p>''''</p> <p>Ongoing</p> <p>Ongoing</p> <p>ongoing</p>	TC/MT

⁵ The emerging increased costs and liabilities associated with the Guildhall project caused an increase in the weighting attached to likelihood last year. Council may now also wish to consider affect on severity in view of the capital shortfall.



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C2	<p>Infrastructure Maintenance The risk is that the Council will not prioritise spending/attract core funding so as to maintain standards of infrastructure long term, resulting in sub optimal asset condition and usage, increased exposure to claims, danger of injury and additional cost. There is also the risk that consequential impacts of infrastructure maintenance create liabilities that impact upon capacity and/or resources.</p>	4 ⁶	4	<p>Control: improving Asset Management Planning (includes management plans), including contracting arrangements Mitigation: Property maintenance plan Mitigation: Council Business Planning Mitigation – consultation with tenants/stakeholders throughout and taking of professional advice.</p>	started	ongoing	<p>MT GM (maint'ce plan)</p>

⁶ Note In view of the above and the challenges faced in delivering major works schemes together with concentrated/limited staff resources the severity has been increased to 4 and likelihood continues to be under review.



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C3	<p>Partnership Working Effectiveness The risk is that the changes required to enable the Council to work effectively and in an open and honest way with its Partners will not be identified and delivered resulting in partnership commitments not being achieved and sub-optimisation of service delivery. Accelerated timescales for integration/collaboration could risk effective joint working between partners and the importance of professional relationships based on mutual trust and respect needs to be recognised. The THI is a key project whose risks fall, in part, under this category including the challenges that might arise as between the role of Council as accountable body and as landlord.</p>	4'	4	<p>Control: Key Partnerships under review through Service Plans Control: Performance management and monitoring The Council will engage and consult as widely as possible with partners on integration/different models of commissioning/delivering /co-working in public services prior to commencing any activity, and activity will be supported by business cases. A consensus will be sought amongst partners as to what the priorities are and the evidence base to support them to inform subsequent commissioning plans and arrangements.</p> <p>For the THI separate accounting and bespoke governance arrangements</p> <p>Regarding the Guildhall the delivery stage will necessitate significant collaboration</p>	Under way	ongoing	Council/ TC/GM
			18				



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C4	<p>Resourcing Capacity and Capability/Corporate Leadership</p> <p>The risk is that the required corporate management arrangements to deliver the service improvements needed will not be established to enable effective delivery to be achieved.</p> <p>The risk is that the Council(lors) and staff lack the skills/capacity to deliver business as usual, organisational transformation and the modernisation agenda for local government resulting in customer and community needs not being met.</p>	4 ⁸	3	<p>Control: Service Planning</p> <p>Control: Performance management and monitoring</p> <p>Mitigation: Member review of the Councils work programme.</p> <p>Mitigation: service planning and development of core training programmes.</p> <p>Succession planning and measures to co-ordinate resources in linked areas of activity.</p> <p>Control: Regular Performance meetings focusing on Performance Management</p> <p>Mitigation: Management Development Programme emerging.</p> <p>Mitigation: Training and networking opportunities to be provided to Councillors</p>	ongoing	ongoing	Council/ MT

⁷ More particularly the Guildhall Gateway Centre 'development' and delivery stages are heavily dependent upon partner collaboration. In view of same and the challenges faced by key partners the potential severity was last year held at the high level of 4 and likelihood continues to be under review (see footnote 8 below).

⁸ This risk previously increased as a result of the demands of organisational transformation and the breadth and depth of organisational commitments in relation to available resources.



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C5	<p>Health and Safety of Employees, Customers and Service Users</p> <p>The risk is that some employees are exposed to hazardous situations, come into contact with potentially confrontational service users, or are lone working, potentially resulting in serious injuries or death.</p> <p>High risk areas include:</p> <p>Customer related services (in particular those related to the night time economy)</p> <p>Handling dangerous tools, equipment and chemicals</p> <p>Manual handling</p> <p>Liabilities arising from the Council's role as landowner, employer etc.</p> <p>Gaps in inspection regimes will lead to difficulties in defending civil claims, leading to financial exposure.</p>	3	3	<p>Mitigation: Council's General Safety Policy outlines roles and responsibilities in Council in relation to HS.</p> <p>Mitigation: Appropriate H&S Policies and Guidance on line, supported by free in-house training</p> <p>Mitigation: performance management reporting</p> <p>Mitigation policies still under review by GM.</p> <p>Mitigation: Introduction of new/improved inspection processes as part of the property management plan</p> <p>Mitigation: Training events for staff</p> <p>Mitigation – new slips/trips/falls register</p> <p>Control – re-engagement of external H&S Advisor</p>	Commenced	Ongoing	MT/Council
C6	<p>Effectiveness of Communication (Corporate Image)</p> <p>The risk is that the systems and resources are not in place to manage bad and negative news which may damage the council's reputation amongst the public, employees and other stakeholders.</p>	3	3	<p>Mitigation: closer working with WDBC Comm's Team + press releases on major issues as appropriate</p> <p>Budget allocation made</p> <p>Offer from WDBC re support for Heritage related projects</p>	Commenced	ongoing	MT



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C7	<p>Performance and Risk Management</p> <p>The risk is that the Council will fail to improve its performance, compliance and risk management arrangements resulting in an inability to recognise and correct poor performance, breach of duty and/or a failure to demonstrate improvement or provide/sustain robust governance arrangements.</p> <p>The risk is that the Council will lose focus on effective performance, probity and risk management resulting in a decline in the quality of service delivery and/or failure to protect the Council and its resources.</p>	4	4 ⁹	<p>Mitigation: service planning</p> <p>Mitigation: risk register</p> <p>Mitigation: Integrated reporting is developing at the corporate level and challenge at MT will improve</p> <p>Mitigation: Strategic Plan reviewed</p> <p>Mitigation: Training to be provided to MT and training opportunities made available to councillors</p>	Commenced	ongoing	MT/Council

⁹ Likelihood has been increased to 4 reflecting pressure on limited resources.



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C8	Capacity The risk is that the Council will fail to recognise the extent of demands placed upon the organisation to deliver major projects/initiatives alongside 'business as usual' leading to failures to deliver. The risk is that demands on organisational capacity will not be adequately resourced leading to loss.	4	4	Mitigation: a realistic approach combined with appropriate project planning Mitigation: Appropriate phasing of activities linked to skills sets/resources Mitigation: buying in of necessary skills/resources Mitigation: increasing staffing and other resources where necessary.	ongoing	ongoing	Council/ MT



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
¹⁰ C9	<p>Safeguarding Resources The risk is that the Council will fail to safeguard resources such as through neglect or failure to put in place adequate financial planning/service funding arrangements leading to financial or other loss</p>	4 ¹¹	4	<p>Mitigation: Financial regulations/ standing orders updated regularly re model templates Mitigation: Council insurance policy in place Mitigation: Annual external audit Internal Auditor appointed & Mitigation: regular review of financial probity Mitigation: External local authority specialist accountancy practice engaged Mitigation: Appropriate financial software packages in place Mitigation: Regular financial reporting to every Council meeting Mitigation: Disciplined approach to replenishing reserves and only committing to funded spend</p>	ongoing	N/A	Council/RFO

¹⁰ The likelihood weighting of this risk has been increased from 2 to 4 in view of the historically low level of reserves and unfunded components of the capital programme. It should also be recognised that there is a case for severity increasing from 3 to 4 given the known and anticipated draw on Council funding without a plan for replacement.

¹¹ The extent of the current funding 'gap' has led to an increase from 3 to 4 of projected severity.



Risk Evaluation Table (used to complete Severity and Likelihood columns above)

	Consequences and financial impact					
Severity or impact on the Council	1 = None	2 = Minimal	3 = Moderate	4 = Major	5 = Catastrophic	
	Probability of Occurrence – Threats					
Likelihood	1 = Remote	2 = Unlikely	3 = Possible	4 = Probable	5 = Certain	



Tavistock Town Council

Working for the local community
