



## CORPORATE SERVICES

AGENDA ITEM No 6(a)(i)

Council Corporate Services Improvement Plan 2019-20

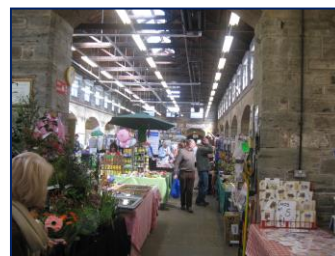
COMMUNITY



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.

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. In particular it should be noted that the projects listed are largely in addition to the day to day running/operation of the Council & service delivery (for those activities readers should refer to the service plan summaries).

## **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 demanding external environment alongside organisational capacity and finance to continue to deliver the most substantial work programme yet undertaken by the Council. For the reasons outlined below this year and next necessarily represent a period of consolidation and excessive draw on capacity as the organisation looks to complete major long term initiatives and put in place robust plans for future funding/resourcing.

Specifically as regards staffing there is a real current and near term risk that the pressures being placed upon an albeit small (in the order of 3-6), key staff who are critical to core activities may be unsustainable.

The work programme 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 Autumn 2019 (scheme value iro £2.2m) (with an extension of up to 6 months for



Guildhall Square Public Realm). Delivery of Public Realm arrangements are set to fall within this plan period alongside mobilisation of remaining third party landlord projects and Complementary initiatives. Continuity of staffing/resourcing remains a particular challenge for this national pathfinder project utilising the General Power of Competence.

- b. Delivery of the Guildhall WHS Gateway Centre proposal (capital works 2019-20) in partnership with Tavistock Heritage Trust to ensure sustainable and affordable future operating arrangements. The largest single capital/activity project (iro £1.6m) undertaken by the Council in association with Heritage Lottery Fund with associated resourcing/capacity implications now and for the future. Delivery of the capital project to time and budget are particular areas of challenge, potentially also future revenue underwriting/funding.
- c. 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). For clarity all available Council reserves are fully committed based on current spend projections (which in view of the nature of outstanding commitments may be underestimates). It is important to note that, in the short term (til 2021), an increase in the precept to offset this is unlikely to be politically acceptable in view of the future increases already factored in (eg assuming responsibility for public conveniences). It is submitted this is potentially 'the' key organisational challenge and without disciplined management could easily become 'the' critical organisational risk alongside capacity overload.
- d. Organisational demands and calls on scarce resources arising from an extensive capital programme and future Council ambitions for a Council of our limited size.
- e. In addition there are
  - i. Linking to the above the further development of a new sustainable themed market use related offer for the Butchers Hall.
  - ii. The equitable rationalisation of long term lease arrangements.
  - iii. 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. Linking to this the general pressures on town centre rental levels and the potential consequential impacts upon Council income streams.



- iv. 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 (such as toilets next year).
- v. The resourcing, development and delivery of/adherence to effective neighbourhood, strategic and service planning arrangements.
- vi. 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.
- vii. Supporting and developing the new (2019-23) Council at a time of extreme demand on organisational capacity and low/no available/uncommitted financial resources.

## 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 function<sup>1</sup>:

- 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 finance functions;
- Maintenance of statutory and organisational records and compliance with legal obligations in relation to administrative, financial and related corporate matters;
- The provision of civic, democratic 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

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<sup>1</sup> Developed from former Administration Office Service Plan prior to consolidation



- 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/Council<sup>2</sup>.

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) - <i>Accountable Body role</i> <sup>3</sup>	Delivery Phase Delivery of actions in stage 2 bid	2014	Autumn 2019 <sup>4</sup>	TC/THI PMB	Y	D1,2,C1,3 En1, 2, Ec1,2,4
Townscape Heritage Initiative Scheme (THI) – TTC <i>Landlord delivery</i>	Delivery of actions in stage 2 bid for TTC critical bldgs: public realm & Complementary Initiatives	May 2015	By 2019 (each project has its own timetable)	GM/TC	Y	En 1,2, Ec1,4,5

<sup>2</sup> Note – securing the Charter for Member Development and progressing a Neighbourhood Plan were previously removed by virtue of capacity issues/current overall position. The Council reserved the potential to review the latter when the review of the Conservation Area Management Plan had been completed and this has now been re-included. It also indicated that a member led review will be undertaken on S106 monies/open spaces and recreation area subject to the views of the new Council.

<sup>3</sup> Note this will now also include Scheme Evaluation as it enters the final year.

<sup>4</sup> Note – HLF extension for Guildhall Square Public Realm Works.





Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Funding Gap <sup>5</sup> – Capital Reserves - to apply discipline and introduce a plan to secure the rebuilding of General and other Reserves to acceptable levels	To replenish reserves within 3-5yrs (suggested to bring up from 0 to iro £500,000)	May 2018	May 2023 (General Reserve), May 2022 Other Reserves	Council & TTC/RFO	Y	Ec4,5
Funding Gap – Revenue, to balance revenue commitments. <sup>6</sup>	Introduce arrangements to manage anticipated future increased revenue funding costs.	May 2018	Autumn 2019 Budget/ Precept setting	Council & TTC/RFO	Y	Ec4, 5

<sup>5</sup> Note – this provision acknowledges the extant decision to seek a PWLB loan. Should that not proceed the requirement increases from £500,000 to £900,000.

<sup>6</sup> note current unfunded commitments indicate an increase of up to 20% on the precept next year (from 2020/21 onwards) ie already committed but not funded by the Council comprising (estimated) up to £60,250pa for support to Guildhall, £59,772pa for delivery of Public Toilets (excluding any capital spend).



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Guildhall Gateway Centre Round 2 HLF Project delivery	Manage, co-ordinate & deliver HLF supported project to time, budget and HLF conditions. This will include £400,000 loan from PWLB <sup>7</sup>	Summer 2019	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

<sup>7</sup> Public Works Loan Board – previously authorised



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. Currently reviewing the possibility of co-location with WDBC	Ongoing (but reducing input from partners)  Co-location Jan 19	n/a  Dec 19	TC/GM  TC	Y  Y (in principle)	All
Public Conveniences – assuming responsibility from WDBC	To take on up to 2 public conveniences	March 2019 – forward planning April 2020 - operation	April 2020 then ongoing	TC/GM	Y (in principle)	D1, D3, C5, Ec1,
Planning for the future – to review the approach to be taken in relation to a Neighbourhood Plan <sup>8</sup> for the Town following adoption of the Joint Local Plan <sup>9</sup> and completion of the review of the Conservation Area Management Plan <sup>10</sup> and Appraisal <sup>11</sup>	To review next steps when the other documents are in place	Autumn 2019 <sup>12</sup>	2-4 years	Member led tba	Subject to review Autumn 2019	D1, D3, C1, En1, En6,

<sup>8</sup> Note – currently unfunded

<sup>9</sup> Now complete

<sup>10</sup> Now commenced

<sup>11</sup> Also to consider the inclusion, if the decision is taken to proceed, of a chapter relating to a Opens Spaces, Sports and Recreation Plan.



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
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	Periodic review the operation of the job evaluation scheme to ensure fair operation	2019	2019	TC	Y	Ec4
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

<sup>12</sup> As indicated by the Local Planning Authority for completion of the Conservation Area Management Plan.



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Development of a Open Spaces Sports & Recreation Plan for Tavistock	Plan to support WDBC dsns on allocation of S106 monies	Summer 2019	ongoing	Member led tbc	Y	D1, D3, C1, En5,En6,
Market Test exercise regarding Surveyor Services	Review service and test market	On completion of outstanding legal issues	tbc	TC/ATTC	n/a	
Council Newsletter	To deliver a Council Newsletter bi-annually	May 2017 1 <sup>st</sup> 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	Some complete. Subject to negotiations revised est early 2020	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 & proceedings est 2019-20	TC	Y	Ec 4, Ec5, Ec6
Policy development/review	Undertake sessions to identify priorities of new Council	Summer 2019	Winter 2019 then periodic	TC	N	All

<sup>13</sup>In 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
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<sup>13</sup> Footnote 1 above refers



Provide support to other departments for Goose Fair, Garden Festival and other civic & 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
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



## 3 Consultation Plan

This section deals with any consultations planned by the service in the year 2019/20.

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 conducted at development stage – also evaluation process	As per the Bid dateline. 1 <sup>st</sup> stage evaluation commenced. Stage 2 = 2019
Neighbourhood Plan	As required by the statutory process	As required
Opens Spaces Sport & Recreation Plan	As required by the West Devon Borough Council process	As required
<sup>14</sup> Continue the Annual Report /Council Newsletter	The Annual Report/Council Newsletter allows the Council to inform Tavistock’s residents.	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

<sup>14</sup> 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 2017-18	Target 2018-19	Actual 2018-19	Target 2019-20	Comments
<b>Prop's –</b> No of Properties void for more than 3 months	L	TC	1	0	2	0	Due to interim alternative use linking to refurbishment works + death of a tenant
<b>Staff (1)</b> Average No of days sickness taken by staff	C	MT	5.96	7.5 max threshold	12.88	7.5 max threshold	Unacceptable performance. Now forms part of performance appraisal of managers (see below).
<b>Staff (2) New</b> Number of errors in recording sickness &/or leave per Dep't	C	MT	n/a (new)	n/a (new)	n/a (new)	Yr 1 target = 1 occurrence per staff member managed	Improved record keeping needed. 'Errors' include mistakes and omissions, failure to follow policy. Yr 2 target will be 0.
<b>Staff</b> % delivery against annual core training needs	C	MT	n/a	100%	See note	100%	The last period for which figures are available is 2017 at 68.5% An area that requires attention with regard to coordination (activity itself is significant). This is primarily an operational measure.



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2017-18	Target 2018-19	Actual 2018-19	Target 2019-20	Comments
<b>Councillors</b> – % Members of Council who have attended 3 or more 1 <sup>st</sup> tier training events in yr 1 (post election) and 2 in each year thereafter.	L	TC	100% for 2 of the new Councillors in the period.  13.33% for all others	100%	47% le 8/17 Councillors attended 2 or more events	100%	This represents an overall indicator of training take up/ commitment in relation to the local council sector by elected members
<b>Finance</b> % orders made requiring a purchase order per service area that have a PO	L	MT	96.03	100%	94.89%	100%	Performance within 'acceptable' parameters but improvements can be made
<b>Audit</b> – % of Internal Audit recommendations implemented within 6 months of due date	L	MT	100%	100%	tbc	100%	Performance awaited pending last audit report. Note some audit issues may be picked up at particular junctures
<b>Complaints</b> – % formal complaints concluded within policy time	L	MT	100%	100%	100% *	100%	3 formal complaints received and resolved. 1 required agreed extension by virtue of complexity. Formal complaints are infrequent. Most informal representations are resolved directly by managers.



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2017-18	Target 2018-19	Actual 2018-19	Target 2019-20	Comments
H&S – % of risk assessments/safe systems of work in place and reviewed within previous 24 months	C	MT	93.25% (2017)	100%	tba	100%	The last period for which full figures are available is 2017 at 93.25%. Significant activity but not consistent, notwithstanding activity. This area requires prioritisation & co-ordination and a new approach is being adopted reviewed.
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 – 2019-20 ONWARDS

<b>Description</b>	<b>Expected Efficiency Gains</b>
<i>Describe measures, explain any calculations and indicate if "cashable".</i>	<b>2019-20</b>
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 has also committed to increasing the precept to meet additional (such as public conveniences/Guildhall) revenue costs and introducing robust controls on financial management going forward.	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><b>Increasing Costs and Reductions in Income</b></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 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 and/or the capital cost envelope will be breached as a result of scheme changes &amp;/or building price inflation/unforeseen works.</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 <sup>15</sup>	4	<p>Mitigation: Service Planning and performance management system roll out; Improved reporting of financial details to Council and improved debtor management; Development of Management Plans in key areas such as Pannier Market and property maintenance Council decision to 'replace' reducing localisation tax each year Mitigation: disciplined approach to reinstating reserves and only incurring funded costs. Loan to be secured. Mitigation – mitigation strategy in place, additional grant funding sought. Control: Budget management and monthly reporting / escalation and management response. 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



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C2	<p><b>Infrastructure Maintenance</b> 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 <sup>16</sup>	3	<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>

<sup>15</sup> The emerging increased costs and liabilities associated with the Guildhall project caused an increase in the weighting attached to likelihood two years ago. It continues to be the case that if the mitigation measures proposed to address the projected capital overspend do not succeed the case grows to revisit the weighting attaching to this risk.

<sup>16</sup> 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><b>Partnership Working Effectiveness</b>            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 <sup>17</sup>	3	<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            Regarding the Guildhall the delivery stage will necessitate significant collaboration.            Mitigation – an experienced project manager is in place</p>	Under way	ongoing	Council/ TC/GM





	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C4	<p><b>Resourcing Capacity and Capability/Corporate Leadership</b></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>	3 <sup>18</sup>	4	<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

<sup>17</sup> 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, this has been retained but likelihood reduced to 3 in view of progress by the anchor partner.

<sup>18</sup> 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. Severity has since been reduced to 3 but, as deficiencies in performance indicators elsewhere show there is now significant systemic risk attaching to staff capacity. Consequently Likelihood has been increased to 'probable', albeit this may now be argued as between 'probable and 'certain'.



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C5	<p><b>Health and Safety of Employees, Customers and Service Users</b></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> <ul style="list-style-type: none"> <li>Customer related services (in particular those related to the night time economy)</li> <li>Handling dangerous tools, equipment and chemicals</li> <li>Manual handling</li> <li>Liabilities arising from the Council's role as landowner, employer etc.</li> <li>Gaps in inspection regimes will lead to difficulties in defending civil claims, leading to financial exposure.</li> <li>There is also the possibility that staff in particular roles may face unsustainable demands.</li> </ul>	3	3	<p>Mitigation: Council's General Safety Policy outlines roles and responsibilities in Council in relation to HS.</p> <p>Mitigation: Appropriate H&amp;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&amp;S Advisor</p>	Commenced	Ongoing	MT/Council



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
C6	<p><b>Effectiveness of Communication (Corporate Image)</b> 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>	2 <sup>19</sup>	3	<p>Mitigation: closer working with WDBC Comm's Team + press releases on major issues as appropriate Budget allocation made Offer from WDBC re support for Heritage related projects</p>	Commenced	ongoing	MT
C7	<p><b>Performance and Risk Management</b> 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>	3	4 <sup>20</sup>	<p>Mitigation: service planning Mitigation: risk register Mitigation: Integrated reporting is developing at the corporate level and challenge at MT will improve Mitigation: Strategic Plan reviewed Mitigation: Training to be provided to MT and training opportunities made available to councillors</p>	Commenced	ongoing	MT/Council

<sup>19</sup> Severity has been adjusted from 3 to 2

<sup>20</sup> Likelihood was last year increased to 4 reflecting pressure on limited resources. Severity this year has tentatively been reduced to 3.



	Risk Details	Risk Matrix		Action Details	Est'd	Est'd	Responsible
21C8 <sup>22</sup>	<p><b>Safeguarding Resources &amp; Capacity</b></p> <p>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;            - financial overreach;            - unrealistic projections            leading to financial or other loss</p> <p>And/or 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 &amp;/or demands on organisational capacity will not be adequately resourced leading to loss.</p>	4 <sup>23</sup>	4	<p>Mitigation: Financial regulations/ standing orders updated regularly re model templates</p> <p>Mitigation -Strategic Plan refers to financial probity</p> <p>Mitigation: Council insurance policy in place</p> <p>Mitigation: Annual external audit</p> <p>Internal Auditor appointed &amp; Mitigation: regular review of financial probity</p> <p>Mitigation: External local authority specialist accountancy practice engaged</p> <p>Mitigation: Appropriate financial software packages in place</p> <p>Mitigation: Regular financial reporting to every Council meeting</p> <p>Mitigation: Disciplined approach to replenishing reserves and only committing to funded spend</p> <p>Mitigation: a realistic approach combined with appropriate project planning</p> <p>Mitigation: Appropriate phasing of activities linked to skills sets/resources</p> <p>Mitigation: buying in of necessary skills/resources</p> <p>Mitigation: increasing staffing and other resources where necessary.</p>	ongoing	N/A	Council/RFO



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

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

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<sup>21</sup> The likelihood weighting of this risk has been increased from 2 to 4 in view of the current 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 absent a rigorous plan for replenishment.

<sup>22</sup> Note – this risk now combines the previous year C8 (Capacity) and C9 Safeguarding Resources

<sup>23</sup> The extent of the current funding 'gap' has led to an increase from 3 to 4 of projected severity.



# Tavistock Town Council

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