



CORPORATE SERVICES

AGENDA ITEM No. 6b

Council Corporate Services Improvement Plan 2023-24

COMMUNITY



DEMOCRACY



ECONOMY



ENVIRONMENT



WORKING FOR THE LOCAL COMMUNITY



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Inflation & Coronavirus (legacy) Impact Statement

As reported previously the advent of Coronavirus in March 2020 posed an existential and extreme threat to health and the economy. As such much of the 'business as usual' constituents of the service planning process necessarily deferred to the 'new normal' of dealing with the pandemic and its effects – locking/unlocking community and economy, withdrawing/rationing/bringing services back on stream etc.

Alongside, and consequential to the foregoing, was – and remains the single most significant threat to the organisation – restoring its financial position after a period when:

- There was substantial impact on projected gross income arising from the pandemic;
- capital/works projects overran budgets and not all additional costs were recoverable;
- the extent of grants available to 'replace' lost income was limited by Government restrictions to less than 10% actual losses;
- prior savings' on budget are/will not be capable of replication going forward as the Council continues to reinstate the full range of its services and new calls on resources arise, not least general inflationary pressures not seen for 40 years alongside unprecedented cost pressures in some services and utilities.

Prior service planning reports noted:

In summary it is submitted that the Council can have only one overriding priority for the next 12 months. Namely, to seek to ensure that the expenditure of the authority incurred (including expenditure it proposes to incur) in the financial year does not exceed the resourcesavailable to it. That is not in any way to diminish the other goals and objectives of the authority to support the community. But it is recognition that those can only be achieved with a financially sustainable Council.

Then, as now, and notwithstanding the success of the Council in making savings, delivering mitigations year on year since, and sourcing extra funding the financial position continues to reflect the foregoing although direction of travel is now positive. Alongside that the Council will also be mindful, in a tight and inflationary labour market, of a potential challenge posed by recruitment and retention to service delivery.

Delivering the Business of the Council

More generally, and subject to the final paragraph (below), 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 2017-2023. These are then embedded in the organisation through annual service planning (integrating the operational with the strategic – ie this and other documents), regular reporting, monitoring and the staff appraisal system. A Medium Term Financial Plan had been



in development but is presently in abeyance pending greater certainty as to the ongoing financial legacy impacts of the Coronavirus pandemic and, more particularly, uncertainty around inflationary pressures.

As such the foregoing corporate 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 of strategic/organisational plans being to set out the measures by which the Council can be judged year on year in the context of Council priorities, and with regard to how it conducts Council business on behalf of the community.

Strategic planning thereby sets out those goals, cultures and activities by which the success of the Council can be judged, year on year. This annual Corporate Service Improvement Plan has been prepared to accord with those strategic goals included in the higher Council Plan, and necessarily now tempered by the financial position.

Together this plan, and the Strategic Plan (to be reviewed later this year), form the basis from which all service activities and goals are identified, prioritised, resourced and delivered. They sit above other service plans and documents and reflect agreed direction of travel. 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 & RFO

1.3 Future Challenges

The most significant organisational challenges envisaged over the next planned period include:-

- In year financial position (to 2024) in the face of inflationary pressures and urgent calls on resources/capacity to support the property base of the organisation;
- Linking to the foregoing, how best to meet unforeseen and substantially increased ongoing costs, most particularly in connection with utilities and professional services;
- the capacity of the existing organisation/establishment to continue to meet organisational demands in key areas of finance, compliance, management, relationship and project management and also 'regrow' and potentially 'repurpose' the organisation to current and future needs;
- addressing landlord legacy issues and challenges (also including in relation to energy performance certification and associated requirements);



- How to lead and support the community, and develop a vision for the current Council at a time of pressure both on community and resources.

Additionally, there are outstanding material financial and other commitments of a contractual nature or equivalent which the Council is obliged to meet. Not least:

- a. Reserves – available reserves in the Rolling Capital Programme (RCP) are fully committed to a small number of agreed ‘emergency’ projects. There is no scope for unforeseen urgent other works. Nor currently for significant maintenance and repair or localism projects. Council will be mindful that it is legally prohibited from using capital reserves or receipts to support revenue spend, or to use loans for revenue purposes.
- b. The adopted and scheduled capital works priorities are, in order, Market Road Retaining Wall (in view of the infrastructure/safety implications of not proceeding), Museum structural works (note no provision for make-good/non-structural), Town Hall repairs and Market Road surfacing (if fundable). These are covered in more detail in reports of the General Manager.
- c. Operation of the Guildhall WHS Gateway Centre proposal in accordance with the commitments given to National Lottery Heritage Fund (NLHF) to deliver the project approved purposes recognising materially changed/evolving operating arrangements and cost base and consequential matters.
- d. Public Conveniences – presently the Guildhall toilets are being operated by WDBC with a view to takeover by TTC after expected withdrawal from delivering those toilets by WDBC (likely in the Summer). At and following the time transfer takes place there will be new capital, revenue and capacity implications.
- e. It continues to be acknowledged that, alongside the foregoing, there are other matters which in more ‘normal’ times would be in the list above and which continue to require attention such as:-
 - i. the continuing development of a new sustainable themed market use and related offer for the Butchers Hall.
 - ii. The equitable rationalisation of long term public lease arrangements.
 - iii. The continuing/challenging legislative and financial environment within which Local Government operates, including the impact of the wider economic situation, uncertainty regarding the effect of the levelling up programme on the sector in Devon, an increasing regulatory burden and potential for government controls



over spending. Linking to this the general pressures on town centre rental levels and potential consequential impacts upon Council income streams.

- iv. Recent strains on (alongside 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.
 - v. The resourcing, development and delivery of/adherence to effective neighbourhood, strategic, town 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 pressure both on it, and the community.
 - vii. Supporting and developing the current (2023-27) Council at a time of challenged organisational capacity and very low levels of uncommitted financial resources – whether in the policy/community arena's, or general duties (such as works initiatives).
- f. It should also be recognised that, having deployed effort and resource for the past 9 years toward high value town regeneration and community projects, as previously reported, there remains considerable deficit in routine and operational practice to be made good. It has been estimated if the Council did nothing new, bringing those systems and activities up to where they should be would take up to 3, perhaps more years (see also section 6) based on the current establishment (and assuming all relevant posts were occupied and new skills/capacity provided where necessary). The risk of failure in these areas and associated financial/reputational/other damage may grow with the passage of time.

1.4 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.



1.5 Function of Service

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

- Ensuring the efficient, effective and economic use of resources (including measures of control and assurance) and the procurement of necessary services 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 and the local Council sector;
- 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;
- Linking to the foregoing, developing, implementing and securing compliance in relation to statutory obligations, organisational rules, procedures and practice – organisational, administrative and financial;
- Providing effective arrangements for the management of Council assets and resources;
- 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 in particular (and derived from its former service plan)

- Managing Council premises (lettable properties) in accordance with the principles of good estate management;
- 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 corporate records and compliance with legal obligations in relation to administrative, information, financial and related corporate matters;
- The provision of civic, democratic and mayoral support, routine updating of the Council website, communications, publication of the town guide & council newsletter (if/as applicable), administration of Council grant scheme and the Jessie Ann Alford Charity;
- Provision of general office & corporate/democratic administration and support services.

1.6 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
- Natural Environment and Rural Communities Act 2006
- Coronavirus Act 2020 and associated regulations
- Planning legislation and guidelines
- Various re Local Authority Finance, Tax and VAT also Pensions

1.7 Committee

Budget & Policy/Council



1 Projects/Tasks

This section deals with agreed/proposed planned high level projects or actions for the service/Council.

Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Funding Gap Immediate: in-year management of expenditure to address revenue costs, general inflationary pressures) and essential property works.	Current financial year	01.04.23	March 2024	Council TC/RFO	Y	All
<i>NOTE the Council may not lawfully incur a deficit (ie allow expenditure to exceed income and reserves). The position will not become clear til the energy contract is let in July</i>						
Funding Gap – Ongoing, Reserves - to apply discipline and introduce a plan to maintain the level of Reserves to a) acceptable; b) and then sustainable) levels.	To rebuild capital reserves within 3-5yrs (Council previously agreed to bring up from 0 to iro (RCP) £500,000))	July 2020	(Capital Reserves) May 2025	Council & TTC/RFO	Y	Ec4,5
<i>NOTE The extent to which revenue comes under pressure will be impacted by the sustainability of diverse income streams and the extent of discipline applied to expenditure. More specifically there is anticipated ongoing unbudgeted impact of professional price increases and inflationary pressures.</i>						



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Public Conveniences – assuming responsibility from WDBC (Guildhall PC facilities) for operation, management and maintenance.	To take on Guildhall Public Conveniences	Summer 2023	2023	TC/GM	Y (in principle)	D1, D3, C5 Ec1,
*Market Road Retaining Wall – delivery of essential repair and safety works	Completion of all essential works in year 2023-24	May 2023	By March 2024	GM/TC	Y (contract let)	En1, En2
*Museum Repairs – undertaking essential works to prevent the spread of dry rot and secure structural stability Note – this project may necessitate working with the Museum to secure grant funding toward these or follow up/ make good works.	Completion in year 2023-24	Summer 2023	By March 2024	GM	Y tenders sought	En1, En2
Planning for the future – to support progress in relation to a Neighbourhood Dvlp't Plan for the Town following adoption of the Joint Local Plan and completion of the review of the Conservation Area Management Plan and Appraisal Note – originally a localism project	To deliver a Neighbourhood Plan for the Town	June 2021	2-5 years from decision to proceed	Member led	Subject to review by DML & Council	D1, D3, C1 En1, En6,
Townscape Heritage Initiative Scheme (THI) - Accountable Body role (Legacy obligations)	Ongoing obligations regarding scheme monitoring and compliance	2018-21 (various)	10 years from each project &/or Scheme completion	TC	Y	D1,2,C1,3 En1, 2, Ec1,2,4



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Guildhall Gateway Centre (Operating arrangements) – to put in place sustainable future operating and funding arrangements consistent with the project approved purposes. Includes legacy obligations.	Manage, co-ordinate & deliver effective operating arrangements with partners	Ongoing, + April&October 2023 (phase 2)	Ongoing but finalisation of operating/ funding by Financial year End 2023-24	TC/GM	Y	C1, 5, En 1, 2, Ec 1, 2, 3
Localism Project(s) (tbi – standing project head) - Identify, develop and undertake one or more partnership based localism projects – ongoing brief subject to organisational capacity/resources	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 (tbi – standing project head))	Co-ordinated approach in delivery of local authority services/ activities. Previously reviewed the possibility of co-location with WDBC Also the longstanding 'working together in the interests of Tavistock' grouping Also supporting & collaborating with the BID Co	Ongoing (but reducing input from partners)	n/a June	TC/GM	Y	All



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Sustainability and the Environment	To continue to develop good practice for the Council and help facilitate community led activity.	Autumn 2019	ongoing	GM bi yearly reporting	Y	D3, C1, En En3-6
Development and introduction of Property Maintenance Plan	To identify & programme the long term on-going work associated with Council properties + planned repairs	Under way	to be agreed	GM/WM	Y	En 1,2, Ec4 5
NEW Review Strategic Plan NOTE this forms a priority task for the new Council alongside asset and finance review	To review, develop with Council and then introduce an overarching plan for the new Council for the plan period.	Autumn 2023	Spring 2024	TC	Y	All



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Market Test Legal Services Note:- timelines for this activity, or equivalent, may need to be brought forward.	Review service and test market	On completion of outstanding work plan	2023/24	TC/ATTC	N	All
Market Test exercise regarding Surveyor Services	Review service and test market	On completion of the above	2023/24	TC/ATTC	Y	C5, En2, Ec 5
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 (<i>public</i>)	to rationalise public long leases in the interests of the Town	Sept 2015	Some complete. Subject to negotiations - ongoing	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'd 2023/4 dependent on actions required	TC/C	Y	Ec 4, Ec5, Ec6
New Energy Performance Certificates & consequential matters	To put in place EPC's for applicable Council premises and associated arrangements appropriate to comply with statutory requirements for a) residential, b) commercial.	May 2023	To statutory timeframes (variable)	EPC's TC/ATTC Remedial works GM/WM	Legal obligation	D5, En2, En7.



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
New Martyn's Law (Protect Duty)	to prepare for/ review the impact of (and then implement as required) anticipated new legislation affecting places of meeting and assembly https://homeoffice.media.blog.gov.uk/2022/12/19/martyns-law-factsheet/ in relation to TTC premises and activities	When the Parliamentary timetable becomes clearer	Subject to Parliament	TC+ all Managers	Statutory requirement (subject to Parliament)	D5, C5, C7
Medium Term Financial Strategy NOTE this will follow on when there is a better understanding of the medium term direction of travel for inflation.	Develop a Medium Term Financial Strategy	Spring 2024	End Financial year 24-25	TC	Y	All

*Note: other significant capital projects (Town Hall, Market Road surfacing) are subject to funding and as listed in the Community Service Plan



Civic and special events (inc. Civic Service and Civic Ball)	To deliver successful core 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 civic & community events eg BID Co Dickensian NOTE 2020&21 cancelled by Coronavirus	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
Review of Asset Base	To review core and non core assets & related options	Autumn 2023	To provide a report for consideration by the new Council in 2023	TTC+C	Yes	Ec4
Town Marketing – to engage as/where appropriate with key partners in an effort to contribute to promoting a coordinated approach to marketing where applicable.	Co-ordination + growth of shared capacity	Autumn 2021	Tbd (externally led)	TC/ Designated rep	Y	All



2 Consultation Plan

This section deals with any consultations planned by the service in the year 2020/21.

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. 'Working together' grouping represents a key stakeholder forum	To be determined as eligible projects are identified
Market Road Retaining Wall	In accordance with statutory requirements	In accordance with statutory requirements
Neighbourhood Plan	As required by the statutory process + good practice	Subject to project timelines



3 Performance Indicators

Note the following prior entries have been rationalised as follows:-

- a) % orders requiring a purchase order (PO) accompanied by a PO – following consistent performance over 90% this has been replaced with a proposed new PI of % of non contested invoices paid within 30 days;
- b) Number of errors in recording sickness of staff and delivery against training needs have been removed as these are primarily an operational measure;
- c) H&S - % of risk assessments/safe systems of work in place has been placed in abeyance pending the outcome of a review of HS measures by the designated Health and Safety Officer of the Council (General Manager) into related arrangements (please see community services plan for more information).

Description	Type (KPI, C or Local)	Responsible Officer	Actual 2021-22	Target 2022-23	Actual 2022-23	Target 2023-24	Comments
Prop's – No of Properties void for more than 3 months	L	TC	3	0	2	0	2 residential
Staff (1) Average No of days sickness taken by staff	C	MT	17.4	7.5 max threshold	7.56	7.5 max threshold	Material improvement – lower incidence of very long term sick.
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	1/17 or 5.8%	100%	2/17 or 11.76%	100%	This represents an overall indicator of training take up/ commitment in relation to the local council sector by elected members
Finance % of non disputed invoices paid within 30 days NEW	KPI	MT	New	New	New	100%	To comply with Council payment policy and sector practice



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2021-22	Target 2022-23	Actual 2022-23	Target 2023-24	Comments
Audit – % of Internal Audit recommendations implemented within 6 months of due date	L	MT	100%	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%	N/A	100%	0 formal complaint received
H&S – % of risk assessments/safe systems of work in place and reviewed within previous 24 months See (c) above	C	MT				100%	See note above pending review – temporarily suspended
Note – MT = Management Team A = Annual Indicator							



4 Efficiency Gains

4.1 Efficiency Gains to be Achieved – 2023-24 ONWARDS

Description	Expected Efficiency Gains
<i>Describe measures, explain any calculations and indicate if "cashable".</i>	2023-24
Council services are tasked with continuing to seek best value including maximising income and minimising expenditure across the authority. In addition for some prospective projects, as in the past, substantial grants and equivalent contributions may need to be sourced to offset lost income and improve the value offer the Council can make. The Council has also committed to robust controls on financial management and spend going forward. To assist with cost savings the staffing establishment has operated at reduced capacity until recently.	See service specific plan proposals



5 Risk Management

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

Please also note that

- significant individual projects may have individual risk registers;
- there are a number of areas where severity and/or likelihood have altered 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				



C0	<p>Risk details – the risk is that the Coronavirus Pandemic will lead to</p> <ul style="list-style-type: none">-an avoidable incidence of the virus leading to adverse health impacts or, in the most serious scenario, death with attendant liability, loss and reputational damage;- a long term reduction in commercial income streams for the Council and/or substantial diminution in its commercial operations such as to jeopardise the viability of the current business model (which is predicated on the ability of commercial income to subsidise community activities);- losses of commercial income sufficient to jeopardise the ability of the Council to balance its budget in year in accordance with its legal obligations or (if of a lesser scale) substantially eroding the general and earmarked reserves to an extent that exposes the organisation to an unacceptable level of risk of future financial and/or service failure and attendant damage;- inability to meet the covenants, contracts and other obligations of the Council, or a fundamental reconfiguration of them out-with Council control, leading to financial failure and reputational damage;- loss of organisational credibility and associated reputational damage.	5 -3	2	<ul style="list-style-type: none">- Council's General Safety Policy outlines roles and responsibilities in Council in relation to Health and Safety;- The Council employs a highly trained health and safety professional and is implementing Covid 19 risk assessments and safe systems of work;- Appropriate H&S Policies and Guidance on line, supported by free in-house training;- performance management reporting;- policies under review by Health and Safety lead;- Training events for staff;- Robust Service Planning and performance management system;- Appropriate levels of general reserve for normal circumstances;- Regular financial and other reporting to Council;- disciplined approach to reinstating reserves and only incurring funded costs;- commitment to consultation and	1 st July 2020	date tbd	Council, Clerk, MT
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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				
	<p>NOTE the further rerating down of severity (likelihood also lowered last year) reflects the vaccination programme and success of the measures introduced previously by Council to mitigate loss of commercial income and support associated stakeholders. Severity reflects the continuation of the pandemic (should a new mutation arise) and uncertainty over the reserve/income position in that case.</p> <p>If no new virus mutations arise it is anticipated that this risk be removed or reduced at the next annual review.</p>			engagement with stakeholders.			



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 that government introduces precept capping</p> <p>In particular there is a risk that the Guildhall project as presently developing (or Guildhall public conveniences) could materially increase the capacity &/or financial revenue liabilities faced by the Council over the long term together with major inflationary pressures under certain cost heads (eg insurance, energy and other professional services).</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> <p>NOTE the completion of the Guildhall capital works would normally merit more significant consideration of a re-rating (possibly down) of this risk. However, new responsibilities & challenges + inflationary pressures mean that a</p>	4-3	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. Individual project management & delivery plans</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
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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				
	more modest change is currently recommended.						
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> <p>NOTE this risk is appreciably impacted by the need for an organisational property management plan alongside appropriate funding. No change in rating recommended.</p>	4	3	<p>Control: improving Asset Management Planning (includes management plans), including contracting arrangements Mitigation: Property maintenance plan (in development) Mitigation: Council Business Planning Mitigation – consultation with tenants/stakeholders throughout and taking of professional advice.</p>	Started	ongoing	MT GM (maint'ce plan)



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 central importance of professional relationships based on confidence, mutual trust and respect needs to be recognised.</p> <p>NOTE No changes are recommended</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. Regarding the Guildhall the operational stage will necessitate significant collaboration. Mitigation – an advisory group is in place. Control – extensive arrangements form the mutual agreement with the Guildhall delivery partner</p>	Under way	ongoing	Council/ TC/GM
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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				
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 and/or 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> <p>NOTE this risk scoring is reduced on severity, if/as legacy issues are addressed the factors can be reviewed (down).</p>	5-4	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> <p>Mitigation – using a range of mediums to engage, recruit, contract or otherwise try and secure staff type resource.</p>	ongoing	ongoing	Council/MT



C5	<p>Health and Safety of Employees, Customers and Service Users 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. Also the risk that customers accessing services may be impacted detrimentally. High risk areas include: Customer related services (in particular those related to the night time economy) Handling dangerous tools, equipment and chemicals Manual handling Liabilities arising from the Councils role as landowner, employer etc. Gaps in inspection regimes can lead to difficulties in defending civil claims, leading to financial exposure. There is also the possibility that staff in particular roles may face unsustainable demands.</p> <p>NOTE the severity/likelihood attaching to this risk have not been changed but should be revisited after the results of the external review of organisational H&S arrangements by an independent H&S assessor become available.</p>	3	3	<p>Mitigation: Council's General Safety Policy outlines roles and responsibilities in Council in relation to HS. Mitigation: Appropriate H&S Policies and Guidance on line, supported by free in-house training Mitigation: performance management reporting Mitigation policies still under review by GM. Mitigation: Introduction of new/improved inspection processes as part of the property management plan Mitigation: Training events for staff Mitigation – new slips/trips/falls register Control – re-engagement of external H&S Advisor</p>	Commenced	Ongoing	MT/Council
C6	<p>Effectiveness of Communication The risk is that the systems and resources are not in place at member</p>	4	4	<p>Mitigation: with political effort a remedial programme required to</p>	Immediate		Council



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				
	<p>level to debate or discuss differences and resolve disagreements with the other two authorities. Also, to manage bad and negative news which may damage the council's reputation amongst the public, employees and other stakeholders.</p> <p>Note – this risk was amended by Council in June 2020 (see also C3). It is suggested severity is unchanged, however the Council may wish to review whether or not to continue with likelihood at 4 (ie or 3)</p>			repair & rebuild trust and damaged relationships.		ongoing	



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				
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> <p>NOTE the scoring for this risk reflects continuing limited resources and associated pressures on capacity</p>	4	4	<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 review</p> <p>Mitigation: Training to be provided to MT and training opportunities made available to councillors</p>	Commenced	ongoing	MT/Council



C8	<p>Safeguarding Resources & Capacity 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 &/or demands on organisational capacity will not be adequately resourced leading to loss.</p> <p>NOTE the risk rating reflects most especially the pressure upon revenue reserves and challenges in replacing associated income streams. If measures to rebuild reserves are successful the risk scoring can be reviewed.</p>	4	3	<p>Mitigation: Financial regulations/ standing orders updated regularly re model templates Mitigation -Strategic Plan refers to financial probity 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 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.</p>	ongoing	N/A	Council/RFO
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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
