



## **CORPORATE SERVICES**

**Council Corporate Services Improvement Plan 2021-22**

**COMMUNITY**



**DEMOCRACY**



**ECONOMY**



**ENVIRONMENT**





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## Coronavirus Statement

As reported last year 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 year when:

- projected loss of gross income was in the order of £600,000;
- 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;
- savings on budget made in 2020-21 during lockdown will not be capable of replication in 2021-22 as the Council moves to (pandemic dependent) begin to remobilise/reopen the full range of its services.

Accordingly last year's report 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 resources (including sums borrowed) available 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.*

Notwithstanding the success of the Council in making savings, delivering mitigations and sourcing extra funding the financial position continues to reflect the foregoing. There will also be the need to schedule the reopening of services and remobilisation of associated resources in the most effective way to avoid loss and also support teams operating now for more than 12 months under considerable pressure.

## 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 2017-2021 (see below regarding review). These are then embedded in the organisation through annual service planning (integrating the operational with the strategic – ie this document), 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 impacts of the Coronavirus pandemic.



As such the foregoing 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 measures by which the Council can be judged year on year in the context of the 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 but necessarily now tempered by the Coronavirus pandemic.

Together this plan, and the Strategic Plan, form the basis from which all service activities and goals are identified, prioritised, resourced and delivered. They sit above other service plans. 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 are those deriving (directly or indirectly) from Coronavirus. They include:-

- In year financial viability (to 2022) in the face of continuing projected impact on commercial income streams and anticipated draws on revenue reserves;
- How to support safety in the community as well as support the community more generally in/post pandemic;
- Dependencies on the extent income streams do/do not return to 'normal' - year on year financial viability 2022 onward;
- The capacity of the existing staffing establishment to continue to meet organisational demands in key areas of finance, compliance, management, relationship and project management and also 'regrow' the organisation as services reopen in the current financial year. Before Coronavirus it was reported that the demands on a small cohort of key workers might be unsustainable. Whilst that concern has not materialised in the way then potentially envisaged staff turnover/vacancies in both management and supervisory positions have placed considerable stress on the organisation, exacerbated by turnover, emergency configurations, cross over working and absences. Those demands, and the associated pressure on those staff who remain, have grown considerably and



recruitment/remobilisation necessarily creates, in the short-medium term, increased pressure before longer term benefits come through.

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

- a. Reserves – as outlined above, and previously acknowledged by Council, improving the position of the General/revenue reserves (the General Reserve is a specific ‘emergency’ allocation, revenue reserves are a separate ‘buffer’) is the overriding priority of the organisation without which other goals are not deliverable. Currently, and with the exception of discretionary budget heads such as localism, actual and projected revenue income is fully committed in 2021-22 alongside a predicted drawdown from the General Reserve of a further £100,000 to support Council finances. Capital reserves are also committed. Council will recall that it is legally prohibited from using capital reserves or receipts to support revenue spend or to use loans for revenue purposes. As such the rebuilding of revenue reserves first to adequate, and then sustainable levels is vital.
- b. 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 (estimated iro £1.85m) undertaken by the Council in association with National Lottery Heritage Fund with associated resourcing/capacity implications now and for the future. Delivery of the capital project to time and budget (which had been subject to extensive value engineering) were particular areas of challenge, also future revenue underwriting/funding. With Coronavirus those challenges grew. At the time of writing the position regarding completion of capital works is more encouraging as residual critical path items are in delivery. It is also important to be mindful the cost implications are not restricted to in-year capital costs but extend to the long term future annual (revenue) subsidy to our delivery partner.
- c. 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 June). At and following the time transfer takes place there will be capital, revenue and capacity implications. A revenue budget provision has been made.
- d. It is 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 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. 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 demands.
  - vii. Supporting and developing the current (2019-23) Council at a time of extreme demand on organisational capacity and very low levels of uncommitted financial resources – whether in the policy arenas or general duties (such as work initiatives).
- e. It should also be recognised that, having deployed the overwhelming bulk of resource for the past 8 years toward high value town regeneration and community projects, there is a considerable deficit in routine and operational practice to be made good. Whilst it is not possible to be precise it was estimated recently that, 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 occupied and new skills/capacity provided where necessary). The risk of failure in these areas and associated financial/reputational/other damage will only grow with the passage of time.

## 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 normally 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 in particular (and derived from its former service plan)



- 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, 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.

## 1.3 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
- Coronavirus Act 2020 and associated regulations
- Planning legislation and guidelines
- Various re Local Authority Finance, Tax and VAT also Pensions

## 1.4 Committee

Budget & Policy/Council





## 2 Projects/Tasks

This section deals with planned high level projects or actions for the service/Council. It includes recently agreed measures regarding public conveniences and neighbourhood planning. Supporting the Community through/past Coronavirus is not included as, for the reasons outlined previously, it is already substantially mainstreamed into Council work and any specific associated initiatives would appropriately fall to be developed under the 'localism' or 'working together/partnership' sections below.

Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
<b>Funding Gap Immediate:</b> in-year management of expenditure so as to avoid incurring a budget deficit depleting the General reserve by any more than presently budgeted	Current financial year	July 2020	March 2022	Council TC/RFO	Y	All
<i>NOTE the Council may not lawfully incur a deficit (ie allow expenditure to exceed income and reserves). Current projections indicate continuing significant impact on the general reserve may occur this financial year.</i>						



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
<p><b>Funding Gap – Ongoing</b>, Reserves - to apply discipline and introduce a plan to secure the rebuilding of General and other Reserves to acceptable (and then sustainable) levels.</p>	<p>To replenish General reserve + ordinary revenue reserves &amp; also capital reserves within 3-5yrs (Council previously agreed to bring up from 0 to iro (capital) £500,000))</p>	<p>July 2020</p>	<p>(General Reserve), May 2022  (Other revenue reserves) May 2024  (Capital Reserves) May 2025</p>	<p>Council &amp; TTC/RFO</p>	<p>Y</p>	<p>Ec4,5</p>
<p><i>NOTE originally this target was solely regarding Capital Reserves, the current position now extends to the General Reserve. This includes, but is not limited to, balancing current and potential future spend against available resources. Current arrangements reflect anticipated (estimated) commitments regarding, in particular, the cost of underwriting Guildhall Gateway Centre delivery and (some) public convenience costs. 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.</i></p>						



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) - <b>Accountable Body role</b>	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
<b>Guildhall Gateway Centre</b> Round 2 HLF Project delivery	Manage, co-ordinate & deliver NLHF supported project to time, budget and HLF conditions.	Summer 2019	Financial year End 2021-22	TC/GM	Y	C1, 5, En 1 2, Ec 1, 2, 3
<i>The above relates to delivery of the capital works, interpretation and pre/post opening period and associated arrangements. However, realistically it is anticipated that given the challenges faced by the project to date the impact on dedicated organisational resource for the Council will continue well into 2022-23. Council will also be aware that for a limited period it is liable to underwrite operating costs without limit.</i>						
<b>Public Conveniences</b> – assuming responsibility from WDBC (Guildhall facilities) for operation management and maintenance.	To take on Guildhall Public Conveniences	Summer 2021	2021	TC/GM	Y (in principle)	D1, D3, C5 Ec1,



<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Planning for the future</b> – to review the approach to be taken in relation to a Neighbourhood 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 review next steps when the other documents are in place	Spring 2020 ie date estimated by LPA for completion of CAMP/CAA (delayed) Now subject to CII decision 1 <sup>st</sup> June 21	2-5 years from decision to proceed	Member led tba	Subject to review by DML & Council	D1, D3, C1 En1, En6,
<b>Localism Project(s)</b> (tbi) - Identify, develop and undertake one or more partnership based localism projects – ongoing brief subject to organisational capacity	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
<b>Working together in the Interests of Tavistock</b> (closely related to the above) – ongoing brief (such as collaboration with the BID Co re reopening the Town)	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 BID Co	Ongoing (but reducing input from partners)	n/a  June (regarding BID re-election)	TC/GM	Y	All



<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Sustainability and the Environment</b>	To continue to develop good practice for the Council and help facilitate community led activity.	Autumn 2019	ongoing	Member led re community/facilitation	Group yes Actions tbc	D3, C1, En En3-6
WHS ' <b>Key Centre Status</b> ' 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
Development and introduction of <b>Property Maintenance Plan</b>	To identify the long term on-going costs associated with council properties + plan repairs	Under way	Re revised to be agreed	GM	Y	En 1,2, Ec4 5



<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Review Strategic Plan</b>  NOTE this will follow on from and be informed by the work to be undertaken regarding the new financial imperative	To review and then introduce an overarching plan for the council for the remaining 2 year plan period.	Autumn 2020	Spring 2021	TC	N	All
<b>Medium Term Financial Strategy</b>  NOTE this will follow on from and be necessitated by the work to be undertaken regarding the new financial imperative	NEW develop a Medium Term Financial Strategy for the Council	Winter 2020	Financial year 2021-2	TC	Y	All
<b>Market Test</b> exercise regarding Surveyor Services	Review service and test market	On completion of outstanding legal issues	tbc	TC/ATTC	Y	C5, En2, E5
<b>Accessibility regulations</b>	Website regulatory compliance	April 2020	September 2020	ATTC	N/A	D5





<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Updating of records and publication requirements</b>	To hold necessary records and documents in the recommended format	Under way	ongoing	ATTTC/TC	N/A	Ec 4
<b>Long Leases</b> ( <i>public</i> )	to rationalise public long leases in the interests of the Town	Sept 2015	Some complete. Subject to negotiations revised est early 2021	TC	Y	Ec 4
<b>Long leases</b> ( <i>private</i> )	to settle &/or rationalise private long leases	Sept 2015	Subject to negotiations & proceedings est'd 2019-22	TC/C	Y	Ec 4, Ec5, Ec6



<b>Civic</b> and special events (inc. Civic Service and Civic Ball)  (subject to the pandemic health position)	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 civic & community events eg BID Co Dickensian  NOTE 2020 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
Initiate such organisational improvement initiatives as appropriate to improve capacity and compliance	Probity & compliance	ongoing	On-going	ATTC/TC/ GM	No	Ec4



## 3 Consultation Plan

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

<b>Description</b>	<b>Method &amp; Style of Consultation to be employed</b>	<b>Date</b>
Financial Position of the Council (as/if needed)	To be determined – likely to be community wide if required	To be determined
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
Guildhall Gateway Centre	Commensurate with guidance of NLHF & Bid documents	As required and as appropriate
WHS – Key Centre	As necessary to meet required standards	As necessitated by the project timeline(s)
Neighbourhood Plan	As required by the statutory process + good practice	Subject to project timelines



## 4 Performance Indicators

Description	Type (KPI, C or Local)	Responsible Officer	Actual 2019-20	Target 2020-21	Actual 2020-21	Target 2021-22	Comments
<b>Prop's –</b> No of Properties void for more than 3 months	L	TC	2	0	6	0	5 commercial properties affected, substantial links to pandemic and altered trading conditions. 1 residential void. Current situation as per routine reporting to Council
<b>Staff (1)</b> Average No of days sickness taken by staff	C	MT	11.89	7.5 max threshold	13.9	7.5 max threshold	Disappointing performance. But mainly driven by 4 long term absences (not work related) arising from serious health conditions which comprise 90% of the quantum
<b>Staff (2) New (2019-20)</b> Number of errors in recording sickness &/or leave per Dep't (the metric refers to no of leave cards with errors not the number of entries per card)	C	MT	Est'd 60% failure rate)	1 occurrence per staff member managed	Est'd 50% failure rate	0 occurrence per staff Member managed	Some improvement given the increased measure (0) but improvement required.



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2019-20	Target 2020-21	Actual 2020-21	Target 2021-22	Comments
<b>Staff</b> % delivery against annual core training needs	C	MT	85% est'd	100%	Est'd	100%	Not possible to come up with a meaningful figure for 20-21. A lot of on-line activity but little physical. An area that requires attention given the pandemic affect, lower staffing levels and reduced budget. This is primarily an operational measure.
<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	12/17 or 70%	100%	7/17 or 41%	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	93.63%	100%	96.42%	100%	Performance within acceptable parameters
<b>Audit –</b> % of Internal Audit recommendations implemented within 6 months of due date	L	MT	100%	100%	100%	100%	Performance awaited pending latest 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%	0 formal complaint received



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2019-20	Target 2020-21	Actual 2020-21	Target 2021-22	Comments
H&S – % of risk assessments/safe systems of work in place and reviewed within previous 24 months	C	MT	Not reported	100%	See comments	100%	These were reviewed by the HS lead in preparation for Covid 19 and have been adjusted accordingly. A return to normal review is expected this year
Note – MT = Management Team A = Annual Indicator							



## 5 Efficiency Gains

### 5.1 Efficiency Gains to be Achieved – 2021-22 ONWARDS

<b>Description</b>	<b>Expected Efficiency Gains</b>
<i>Describe measures, explain any calculations and indicate if "cashable".</i>	<b>2021-22</b>
<p>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 (2020-21) to offset lost income 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.</p> <p>To assist with cost savings currently the staffing establishment is operating at <math>\frac{3}{4}</math> capacity and savings will continue to be made through 2021-22 where possible.</p>	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 where severity and/or likelihood have altered within corporate risks.



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



C0	<p>Risk details – the risk is that the Coronavirus Pandemic will lead to</p> <ul style="list-style-type: none"> <li>-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;</li> <li>- 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);</li> <li>- 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;</li> <li>- 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;</li> <li>- loss of organisational credibility and associated reputational damage.</li> </ul>	5	4 3	<ul style="list-style-type: none"> <li>- Council’s General Safety Policy outlines roles and responsibilities in Council in relation to Health and Safety;</li> <li>- The Council employs a highly trained health and safety professional and is implementing Covid 19 risk assessments and safe systems of work;</li> <li>- Appropriate H&amp;S Policies and Guidance on line, supported by free in-house training;</li> <li>- performance management reporting;</li> <li>- policies under review by Health and Safety lead;</li> <li>- Training events for staff;</li> <li>- Robust Service Planning and performance management system;</li> <li>- Appropriate levels of general reserve for normal circumstances;</li> <li>- Regular financial and other reporting to Council;</li> <li>- disciplined approach to reinstating reserves and only incurring funded costs;</li> <li>- commitment to consultation and</li> </ul>	1 <sup>st</sup> July 2020	2021-22 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				
	NOTE the rerating down of likelihood reflects the vaccination programme and success of the measures introduced in the last year by Council to mitigate loss of commercial income and support associated stakeholders. Unchanged severity reflects the continuation of the pandemic and uncertainty over the reserve/income position.			engagement with stakeholders.			



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> <p>NOTE the completion of Guildhall main build provides some relief to that particular part of this risk since council made extra monies available. The more specific covid risk is captured above.</p>	4	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 &amp; 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				
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> <p>NOTE this risk is significantly impacted by the need for a <u>funded</u> organisational property management plan</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><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 central importance of professional relationships based on confidence, mutual trust and respect needs to be recognised.</p> <p>NOTE the increase in likelihood is consequential on C6 below. It is expected that as the Guildhall delivery stage nears completion, when operating commitments become clearer and some other matters return to more normal there may be opportunity to rerate severity down to 3</p>	4	<p>3 4</p>	<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 delivery stage will necessitate significant collaboration.  Mitigation – an experienced project manager is in place.</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><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> <p>NOTE this risk scoring is unchanged reflecting continuing capacity and performance challenges. At the time of last submission likelihood was measured as between probable and certain, in practice it is now between possible and probable, but not yet assessed as sufficient to re-rate down.</p>	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>	ongoing	ongoing	Council/MT



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				
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> <p>NOTE the severity/likelihood attaching to this risk have not changed arising from Covid 19 because those specific factors are otherwise captured more specifically in risk C0. Ie this is non-Covid risk</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&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 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				
C6	<p><b>Effectiveness of Communication (Corporate Image)</b></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> <p>NOTE the rerating (up) of this risk reflects the recent deterioration in relationships between local authorities representing the Town, and the Town Council and the associated imperative on TTC to repair same if all are to continue 'working together in the interests of Tavistock'. See also C3.</p>	3 4	3 4	Mitigation: with political effort a remedial programme required to repair & rebuild trust and damaged relationships.	Immediate	ongoing	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				
C7	<p><b>Performance and Risk Management</b></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 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 reviewed</p> <p>Mitigation: Training to be provided to MT and training opportunities made available to councillors</p>	Commenced	ongoing	MT/Council



C8	<p><b>Safeguarding Resources &amp; Capacity</b>          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> <p>NOTE the risk rating reflects most especially the pressure upon revenue reserves and challenges in replacing associated income streams. If there is a general recovery over the year a re-rating (down) will be appropriate. The most major capital project risk last year (Guildhall main build) is now addressed.</p>	4	4	<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 &amp;          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)

	<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	



# Tavistock Town Council

*Working for the local community*

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