



CORPORATE SERVICES

Council Corporate Services Improvement Plan 2022-23

AGENDA ITEM No 4

COMMUNITY



DEMOCRACY



ECONOMY



ENVIRONMENT



WORKING FOR THE LOCAL COMMUNITY



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The Corporate Plan

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Coronavirus & Inflation Impact Statement

As reported in prior years 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 has been substantial impact on projected gross income;
- 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;
- any 'savings' on budget made in 2021-22 will not be capable of replication in 2022-23 as the Council continues to attempt to remobilise/reopen the full range of its services.

In addition it has become increasingly evident post pandemic that consequential tightness in the jobs market (leading to difficulties in recruitment), combined with inflationary pressures exacerbated by quantitative easing, low real interest rates and the war in Ukraine, represent major impediments to 'normal operations'.

The last service planning 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.

Then, as now, and notwithstanding the success of the Council in making savings, delivering mitigations and sourcing extra funding the financial position continues to reflect the foregoing. However, alongside that is a recognition that another priority has emerged. Namely, in the form of the (currently) growing challenge posed by recruitment and retention together with how best we support colleagues in an organisation significantly understaffed.

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 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 legacy impacts of the Coronavirus pandemic and, more particularly, uncertainty around inflationary pressures.

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 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, 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 include:-

- In year financial viability (to 2023) in the face of inflationary pressures and calls on resources to support the property base of the organisation;
- Linking to the foregoing, how best to meet unforeseen increased costs, most particularly around insurance and utilities;
- How to lead and support the community at a time when resources and capacity are scarce;
- Linking to the foregoing, 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 so as to enable the service offer to fully 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 and sickness, including in both management and supervisory positions, continue to place considerable stress on the organisation and some of its employees, 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 can come through (if suitable candidates can be sourced).

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

- a. Reserves – it is positive that it has been possible to replenish the General Reserve to the minimum level, as directed by Council, through the exceptional savings made. Notwithstanding that there are a series of potential property projects that, if agreed and progressed, will require funding from either capital (where applicable) or revenue sources. 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.
- b. Market Road Retaining Wall – this is necessarily the first priority for works (ie rolling capital programme (RCP)) in view of the infrastructure/safety implications of not proceeding.
- c. Tavistock Museum – this forms the second RCP commitment in view of the nature of the problem, need to act to avoid further deterioration and adverse impact on the tenant.
- d. These and other property matters are subject to a separate report from the General Manager.
- e. Operation of the Guildhall WHS Gateway Centre proposal in partnership with Tavistock Heritage Trust to ensure sustainable and affordable future operating arrangements. It will be recalled that during the funding phase (first three years of operation) the Council has a commitment to meeting any shortfall in the resources of the Trust so far as they form part of the agreed 'approved purposes' and are agreed by the parties. In the absence of either a historic record of spend, more detailed understanding of the financial resilience of the Trust, or estimate of the impact of inflation/cost pressures there is necessarily uncertainty as to the adequacy of the approved arrangements.
- f. 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 capital, revenue and capacity implications. A revenue budget provision has been made.

- g. 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 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 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 pressure both on it, and the community.
 - 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 works initiatives) whilst properly preparing for a new Council in 2023.
- h. 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, 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 can only 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) 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 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;



- 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, 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 planned high level projects or actions for the service/Council. It includes previously 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 Priority
Funding Gap Immediate: in-year management of expenditure to address substantial increased revenue costs (energy/insurance) and general inflationary pressures) and essential property works. <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>	Current financial year	01.04.22	March 2023	Council TC/RFO	Y	All



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priority
<p>Funding Gap – Ongoing, Reserves - to apply discipline and introduce a plan to maintain the level of General, and rebuild other Reserves to</p> <ul style="list-style-type: none"> a) acceptable; b) and then sustainable) levels. 	<p>To rebuild ordinary revenue reserves & 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>(Unallocated Revenue Reserves) May 2024 (Capital Reserves) May 2025</p>	<p>Council & TTC/RFO</p>	<p>Y</p>	<p>Ec4,5</p>
<p>NOTE originally this target was solely regarding Capital Reserves, the current position now extends to revenue Reserves (the prior target for replenishing the General Reserve by May 2022 has been achieved). Therefore this now 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 the 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. More specifically there is anticipated ongoing unbudgeted impact of insurance price increases and inflationary pressures, most especially for energy contracts</p>						



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Townscape Heritage Initiative Scheme (THI) - Accountable Body role (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, En1, 2, Ec1,2,4
Guildhall Gateway Centre (Operating arrangements)	Manage, co-ordinate & deliver effective operating arrangements with the anchor (delivery) partner	December 2022	Ongoing but finalisation by Financial year End 2022-23	TC/GM	Y	C1, 5, Er 2, Ec 1, 2
<i>The capital scheme is complete. Therefore the above relates to delivery of the operating arrangements comprising financial support, maintenance and routine operational support/delivery in accordance with the agreement between the partners.</i>						
Public Conveniences – assuming responsibility from WDBC (Guildhall facilities) for operation, management and maintenance.	To take on Guildhall Public Conveniences	Summer 2022	2022	TC/GM	Y (in principle)	D1, D3, Ec1,



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
NEW Market Road Retaining Wall – delivery of essential repair and safety works	Completion of all essential works in year 2022-23	May 2022	By March 2023	GM/TC	Y in principle	En1, En2
NEW 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.	Completion in year 2022-23	June 2022	By March 2023	GM	Y in principle	En1, En2
Planning for the future – to support progress 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 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, C En1, En6
Localism Project(s) (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



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priority
Working together in the Interests of Tavistock (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 & collaborating with the BID Co	Ongoing (but reducing input from partners)	n/a June	TC/GM	Y	All



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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	Member led re community/facilitation	Group yes Actions tbc	D3, C1, E En3-6
Development and introduction of Property Maintenance Plan	To identify the long term on-going costs associated with council properties + plan repairs	Under way	to be agreed	GM	Y	En 1,2, E 5
NEW Review Strategic Plan	To review, develop with Council and then introduce an overarching plan for the new Council for the period.	Summer 2023	Spring 2024	TC	N	All

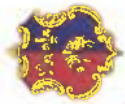
NOTE this form a priority task for the new Council alongside asset and finance review



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priority
Medium Term Financial Strategy NOTE this will follow on from and be necessitated by the work to be undertaken regarding the new financial imperative and when there is a better understanding of the medium term direction of travel for inflation	Develop a Medium Term Financial Strategy for the Council	Winter 2022	End Financial year 2023-24	TC	Y	All
NEW Re-Tender Insurance Services	Appropriate level of cover	December 2022	March 2023	TC/ATTC	Y	All
NEW Market Test Legal Services	Appropriate service levels	Summer 2023	Autumn 2023	TC/ATTC	N	All
NEW Market Test exercise regarding Surveyor Services	Review service and test market	On completion of outstanding legal issues	tbc	TC/ATTC	Y	C5, En2, 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 (public)	to rationalise public long leases in the interests of the Town	Sept 2015	Some complete. Subject to negotiations - ongoing	TC	Y	Ec 4



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priority
Long leases (private)	to settle &/or rationalise private long leases	Sept 2015	Subject to negotiations & proceedings est'd 2022/3 dependent on actions required	TC/C	Y	Ec 4, Ec6 Ec6
Civic and special events (inc. Civic Service and Civic Ball) (subject to the residual 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



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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	Ec4
Initiate such organisational improvement initiatives as appropriate to improve capacity and compliance	Probity & compliance	ongoing	On-going	ATTC/TC/ GM	No	Ec4
NEW Horizon Planning – to institute a review of potential upcoming issues, risks and opportunities for review/decision by the Council.	Probity and better delivery on behalf of the Community	Summer 2022	Report stage Autumn 2022	All Managers	N/A	All
NEW Review of Asset Base	To review core and non core assets & related options	Summer 2022	To provide a report for consideration by the new Council (May) 2023	TTC+C		
NEW Town Marketing – to engage as/where appropriate with key partners in an effort to promote a coordinated approach to marketing where applicable.	Co-ordination + growth of shared capacity	Autumn 2021	tbd	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
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
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

Description	Type (KPI, C or Local)	Responsible Officer	Actual 2020-21	Target 2021-22	Actual 2021-22	Target 2022-23	Comments
Prop's – No of Properties void for more than 3 months	L	TC	6	0	3	0	2x commercial & 1x residential
Staff (1) Average No of days sickness taken by staff	C	MT	13.9	7.5 max threshold	17.4	7.5 max threshold	Deterioration (again) on prior year complicated by 5 long term absences in excess of 29 days and covid. Significant improvement needed.
Staff (2) New (2019-20) Number of errors in recording sickness &/or leave per Dept't (the metric refers to no of leave cards with errors not the number of entries per card)	C	MT	Est'd 50% failure rate	1 occurrence per staff member managed	Est'd 25% failure rate	0 occurrence per staff Member managed	Some improvement given the increased measure (0)last year, positive direction of travel.
Staff % delivery against annual core training needs	C	MT	N/A	100%	N/A	100%	Not possible to come up with a meaningful figure. Various on-line activity but little physical. An area that requires attention given the receding pandemic affect and lower staffing levels. This is primarily an operational measure.



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Description	Type (MPI, C or Local)	Responsible Officer	Actual 2020-21	Target 2021-22	Actual 2021-22	Target 2022-23	Comments
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	7/17 or 41%	100%	1/17 or 5.8%	100%	This represents an overall indicator of training take up/commitment in relation to the local council sector by elected members
Finance – % orders made requiring a purchase order per service area that have a PO	L	MT	96.42%	100%	98.12%	100%	Positive direction of travel
Audit – % 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
Complaints – % formal complaints concluded within policy time	L	MT	100%	100%	100%	100%	0 formal complaint received
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							



4 Efficiency Gains

4.1 Efficiency Gains to be Achieved – 2022-23 ONWARDS

Description	Expected Efficiency Gains
<p><i>Describe measures, explain any calculations and indicate if "cashable".</i></p> <p>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 is operating at reduced capacity (and currently the recruitment market is challenging) and savings will diminish if/as recruitment occurs</p>	<p>2022-23</p> <p>See service specific plan proposals</p>



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 -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;</p> <ul style="list-style-type: none"> - 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 and 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 likelihood reflects the vaccination programme and success of the measures introduced previously by Council to mitigate loss of commercial income and support associated stakeholders.</p> <p>Unchanged severity reflects the continuation of the pandemic (should a new mutation arise) and uncertainty over the reserve/income position.</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.			



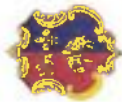
C1	<p>Increasing Costs and Reductions in Income The risk is that costs will continue to increase, income will reduce and service demands will increase resulting in the Council not being able to meet its commitments, or having to cut significant service areas. This includes the possibility that government 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 financial revenue liabilities faced by the Council over the long term together with major inflationary pressures under certain cost heads (eg insurance and energy).</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 consideration of a re-rating (possibly down) of this risk. However, new responsibilities + inflationary pressures mean that severity and likelihood have not been recommended for change.</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 & delivery plans</p>	<p>Ongoing</p> <p>In place</p> <p>Started</p> <p>Ongoing</p> <p>Ongoing</p> <p>ongoing</p>	<p>Ongoing</p> <p>TC/MT</p>
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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>Infrastructure Maintenance</p> <p>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 funded organisational property management plan. No change in rating recommended.</p>	4	3	<p>Control: improving Asset Management Planning (includes management plans), including contracting arrangements</p> <p>Mitigation: Property maintenance plan (in development)</p> <p>Mitigation: Council Business Planning</p> <p>Mitigation – consultation with tenants/stakeholders throughout and taking of professional advice.</p>	started	ongoing	MT GM (maintenance 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.</p> <p>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 operating stage becomes clearer and some other matters return to more normal there may be opportunity to rerate severity down to 3. No changes are recommended</p>	4	3 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 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. 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. However, it is possible that if there is either a deterioration in, or inability to improve, as regarding recruitment/retention and related capacity an upward re-rating may become necessary.</p>	4	4	<p>Control: Service Planning Control: Performance management and monitoring Mitigation: Member review of the Councils work programme. Mitigation: service planning and development of core training programmes. Succession planning and measures to co-ordinate resources in linked areas of activity. Control: Regular Performance meetings focusing on Performance Management Mitigation: Management Development Programme emerging. Mitigation: Training and networking opportunities to be provided to Councillors Mitigation – using a range of mediums to engage, recruit, contract or otherwise try and secure staff type resource.</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>Health and Safety of Employees, Customers and Service Users</p> <p>The risk is that some employees are exposed to hazardous situations, come into contact with potentially confrontational service users, or are lone working, potentially resulting in serious injuries or death.</p> <p>High risk areas include:</p> <p>Customer related services (in particular those related to the night time economy)</p> <p>Handling dangerous tools, equipment and chemicals</p> <p>Manual handling</p> <p>Liabilities arising from the Councils role as landowner, employer etc.</p> <p>Gaps in inspection regimes will lead to difficulties in defending civil claims, leading to financial exposure.</p> <p>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. However it is acknowledged that some posts are coming under increasing pressure from extended residual duties and inability to recruit.</p>	3	3	<p>Mitigation: Council's General Safety Policy outlines roles and responsibilities in Council in relation to HS.</p> <p>Mitigation: Appropriate H&S Policies and Guidance on line, supported by free in-house training</p> <p>Mitigation: performance management reporting</p> <p>Mitigation policies still under review by GM.</p> <p>Mitigation: Introduction of new/improved inspection processes as part of the property management plan</p> <p>Mitigation: Training events for staff</p> <p>Mitigation – new slips/trips/falls register</p> <p>Control – re-engagement of external H&S Advisor</p>	Commenced	Ongoing	MT/Council



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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				
C6	<p>Effectiveness of Communication The risk is that the systems and resources are not in place at member 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>	4	4	Mitigation: with political effort a remedial programme required to repair & rebuild trust and damaged relationships.	Immediate	ongoing	Council



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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				
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 the 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>Safeguarding Resources & Capacity</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;</p> <ul style="list-style-type: none"> - financial overreach; - unrealistic projections leading to financial or other loss <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. Given the recovery of the General Reserve a re-rating down of likelihood from 4 to 3 is recommended.</p>	4	4 3	<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 & 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
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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



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