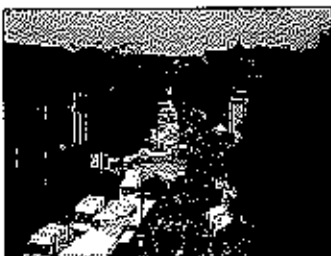


AGENDA ITEM NO. 51

CORPORATE SERVICES

Special Introduction 2016-2017

COMMUNITY



DEMOCRACY



ECONOMY



ENVIRONMENT

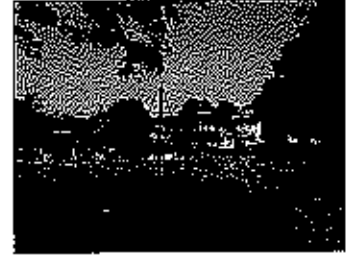




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Current Document Status

Version	Version Number 1.1	Responsible Officer	Service Head
Date	20 July 2016	Town Clerk	Assistant to the Town Clerk
Location	W:\Best Value\Corporate Working Groups\Templates\Documents\Business Plan - Working Group Name.doc		



1 Service

1.1 Name of Service

Corporate Services

1.2 Responsible Officer

Town Clerk

1.3 Future Challenges

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

- a. Impact of a major public/private partnership project – a Townscape Heritage Initiative Scheme for Tavistock relating to both major capital projects and scheme governance (accountable body status). This is now in delivery phase and scheduled to run until 2019 (scheme value iro £2.2m).
- b. The delivery of the development stage for the Guildhall WHS Gateway Centre proposal to ensure a robust, sustainable and successful bid submission and future operating arrangements.
- c. Organisational demands arising from an extensive capital programme including provision of a replacement depot facility.
- d. The continuing/challenging legislative and financial environment within which Local Government operates, including the impact of the wider economic situation and an increasing regulatory burden.
- e. Potential strains on (as well as a greater dependence on) partnership and collaborative working in a deteriorating public/voluntary service environment together with anticipated (and unforeseen) demands which might come to be placed on Council resources.
- f. The development/delivery of/adherence to of effective neighbourhood, strategic and service planning arrangements.
- g. The operation of the new Council and the organisational, cultural and behavioural demands of effectively operating in, and delivering probity in, public service.

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 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 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.

¹More specifically with regard to the general office function:

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

¹ New – derived from former Administration Office Service Plan



- The provision of civic and mayoral support, updating of the Council website publication of the town guide & newsletter, administration of council grant scheme and the Mary Ann Alford Charity
- Provision of general office & corporate 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
- Data Protection Act 1998
- Freedom of Information Act 2000
- Public Bodies (Admission to Meetings) Act 1960
- Public Health Acts
- Disability Discrimination Act 1995
- Equality Act 2010
- Occupiers Liability Acts 1957 and 1984
- The Tavistock Acts
- Localism Act 2011
- Planning legislation and guidelines
- Auto-enrolment legislation

1.7 Committee

Council



2 Projects/Tasks

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

Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Townscape Heritage Initiative Scheme (THI) - Accountable Body role	Delivery Phase	2014	April 2019	TC/THI PMB	Y	D6/D8/En
Townscape Heritage Initiative Scheme (THI) - TTC properties delivery	Delivery of actions in stage 2 bid for TTC critical bldgs & public realm	May 2015	By 2019 (each project has its own timetable)	GM/TC	Y	D6//D8/EI
Localism Project(s) (fb) - Identify, develop and undertake one or more partnership based localism projects	Identify & implement collaborative projects for the Town	ongoing	n/a	TC/GM	Project specific -as required	D6/D8/EC
Working together in the Interests of Tavistock (closely related to the above)	Co-ordinated approach in delivery of local authority services/ activities	Ongoing (but reducing input from partners)	n/a	TC/GM	Y	All



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Project/Task	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Calling Priorities
Guildhall Gateway Centre HLF Bid	Submit successful stage 2 HLF bid	1 st September, 2015 (PTS)	February 2017 (submission)	TC/GM	Y	En 3/En 7 Ec1/En3/1
WHS 'Key Centre status' for Tavistock	Progress toward achieving Key Centre status for Tavistock	Heavily dependent on above	Subject to completion of tasks set out in adopted action plan	TC & WHS Team	Y	D6/D8/C4 Ec8
Charter for Member Development	Charter accreditation (national Pilot for the sector)	Under way	Presently on hold	TC	Y	All
Development and introduction of Property Maintenance Plan	To identify the long term on-going costs associated with council properties + plan repairs	Under way	Revised January 16 Slippage – now end 2016	GM	Y	D7/En7
Review of Strategic Plan (2010 -15) to 2015-20	fit for purpose Council plan to co-ordinate/ prioritise work of the Council	September 2015	May 2016 Slippage – now to September	TC&GM	N	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
Neighbourhood Development Plan	To identify the basis for and develop a NDP for the Town	tbd	Link to WDBC Local Plan	ATTC	Y	D3/D8/C1 En4/En 7
Long Leases (public)	to rationalise public long leases in the interests of the Town	Sept 2015	Subject to negotiations est 2016	TC	Y	D7/D8
Long leases (private)	to settle &/or rationalise private long leases	Sept 2015	Subject to negotiations est 2017	TC	Y	D7
Facilities for Older Citizens	To enable a facility to support older citizens in the centre of Town	April 2016	October 2016	TC/GM	Y	D5/D6
Complete revised Council website	Upgraded website incorporating all Council services	2015	Initial roll out - June 2016. Completion Dec 2016	GM/TC	Y	D7/D2/D3



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Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Page/Priority
Estate Management/Lettings Policy	Consolidate policies into an estate management/ Lettings Policy	June 16	October 16	TC	N	D7
² In relation to the general office function Civic and special events (inc. Civic Service and Civic Ball)	To deliver a successful civic and related special events at minimal cost to Tavistock Town Council	On-going	On-going	ATTC	Yes	D1 & Ec
Provide support to other departments for Goose Fair, Garden Festival and other such events	To help and support with the delivery of all events run by Tavistock Town Council	July to October annually (for Goose Fair) ad hoc for other events	On-going	ATTC (for office)	Yes	Ec1

² Ibid



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Re-introduce the Annual Report /Council Newsletter	To allow the Council to notify its residents of the activities the Council has undertaken, or has planned	By Autumn 2016	On-going	ATTC	Yes	D2			
Complete the compilation of the Minutes of all Committee, Sub-Committee and Council Meetings and arrange binding	To provide a permanent record of Meetings held by the Town Council so	Started	October 2016	ATTC	No	D2			



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With the improved capabilities of the new TTC website, once operational, the uploading of relevant documents, agendas, reports, policies and procedures etc for public, Councillors and staff	To provide a central point for accessing all relevant and up to date documents, and to alleviate the need for paper documents	As soon as new website is 'live' (potentially August 2016)	On-going	ATTC/Office staff	Yes	D7 & E1
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3 Consultation Plan

This section deals with any consultations planned by the service in the year 2015/16.

Description	Method & Style of Consultation to be employed	Date
Localism projects and/or working together in the interests of Tavistock Guildhall Gateway Centre	Consultation with service users/stakeholders and partners as/where necessary Commensurate with guidance of HLF	To be determined as eligible projects are identified As required over the next 9-months
WHS – Key Centre	As necessary to meet required standards	As necessitated by the project timeline(s)
Townscape Heritage Initiative – oversight of required consultation(s)	Consultation with service users/stakeholders and partners as/where necessary in accordance with the Bid. Note – mostly completed at development stage	As per the Bid deadline
Neighbourhood Plan	As required by the statutory process	As required by the process
³ Re-introduce the Annual Report /Council Newsletter	The Annual Report/Council Newsletter allow the Council to inform Tavistock's residents of the activities the Council has undertaken, or has planned. It is also an opportunity for community	Two publications per year

³ Ibid



Tavistock Town Council

Working for the local community

	<p>groups to have space to inform the residents of their activities i.e. Tavistock Foodbank and the Plough & Share Credit Union have both had articles published in past editions.</p>	
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4 Performance Indicators

Description	Type (M/E/C/L)	Responsible Officer	Actual 2016/17	Target 2016/17	Actual 2015/16	Target 2015/16	Comments
Props - No of Properties void for more than 3 months	L	TC	3	0	2	0	Due to legal proceedings (1) and refurbishment (1)
Staff Average No of days sickness taken by staff	C	MT	7.21	7.5 max threshold	18.4	7.5 max threshold	4 instances of long term sickness - significant org'l impact. A substantial variation from norm. Service delivery pressures have impacted on training provision.
Staff % delivery against annual core training needs	C	MT	tbc	100%	68.5%	100%	This represents an overall indicator of training take up/commitment in relation to the local council sector by members
Councillors - % Members of Council who have attended 3 or more 1 st tier training events in yr 1 (post election) and 2 in each year thereafter.	L	TC	17.6% (3 cllrs)	100%	11.76%	100%	Improvement on previous year
Finance % orders made requiring a purchase order per service area that have a PO	L	MT	80.52%	100%	87.55%	100%	Note some audit issues may be picked up at particular junctures
Audit - % of Internal Audit recommendations implemented within 6 months of due date	L	MT	72%	100%	100%	100%	



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Description	Type (Mandatory/Optional)	Responsible Officer	Actual 2015/16	Target 2015/16	Actual 2014/15	Target 2014/15	Comments
Complaints – % formal complaints concluded within policy time	L	MT	100%	100%	100%	100%	Formal complaints are infrequent. Most informal representations are dealt with directly by managers.
H&S – % of risk assessments/safe systems of work in place and reviewed within previous 24 months	C	MT	77%	100%	93.25%	100%	Improvement in direction of travel
Note – MT = Management Team Non discretionary overtime = that which is not necessarily incurred as part of a project or schedule of activities agreed by Council eg Goose Fair or weekend litter picks. A = Annual Indicator							



5 Efficiency Gains

5.1 Efficiency Gains to be Achieved – 2016-17 ONWARDS

Description	Expected Efficiency Gains
<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 to offset spend and improve the value offer the Council can make</p>	<p>2016-17 See service specific plans</p>



6

Risk Management

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

Risk No	Risk Details	Risk Grade		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity	Financial Impact				
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 WPBC may withhold the monies allocated under localisation of council tax rules leading to a net loss for the Council of iro £50,000 and/or that government introduces precept capping</p> <p>The risk is that the Council will fail to secure efficiencies leading to a loss of future capacity to re-invest in the business</p>	3	4	<p>Mitigation:</p> <p>Service Planning and performance management system roll out;</p> <p>Improved reporting of financial details to Council and improved debtor management;</p> <p>Development of Management Plans in key areas such as Pannier Market and property maintenance</p> <p>Council decision to 'replace' reducing localisation tax each year</p> <p>Control: Budget management and monthly reporting / escalation and management response.</p> <p>Revised operational areas oversight arrangements</p>	Ongoing	Ongoing	TC/MT



Tavistock Town Council

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C2	Risk Details	3	4	Action Details	started	ongoing	Responsible
	<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.</p>			<p>Control: Improving Asset Management Planning (includes management plans), including contracting arrangements Mitigation: Property maintenance plan Mitigation: Council Business Planning</p>			<p>MT GM (maintenance plan)</p>



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Risk Details	Risk Matrix	Action Details	Est'd	Est'd	Responsible
<p>C3</p> <p>Partnership Working Effectiveness The risk is that the changes required to enable the Council to work effectively and in an open and honest way with its Partners will not be identified and delivered resulting in partnership commitments not being achieved and sub-optimisation of service delivery. Accelerated timescales for integration/collaboration could risk effective joint working between partners and the importance of professional relationships based on mutual trust and respect needs to be recognised. The THI is a key project whose risks fall, in part, under this category including the challenges that might arise as between the role of Council as accountable body and as landlord. More particularly the Guildhall Gateway Centre 'development stage' is heavily dependent upon partner collaboration. In view of same and the challenges faced by key partners the potential severity has been held at the high level of 4 and likelihood continues to be under review (see below).</p> <p>NOTE increase in projected likelihood (previously 3)</p>	4	4	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. For the THI separate accounting and bespoke governance arrangements Regarding the Guildhall the development stage will necessitate significant consultation and engagement.		
				ongoing	Council/ TC/GM



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Risk ID	Risk Details	Risk Matrix	Action Details	Est'd	Est'd	Responsible
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. This risk previously increased as a result of the demands of organisational transformation and the breadth and depth of organisational commitments in relation to available resources.</p>	<p>4</p> <p>3</p>	<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.</p>	<p>ongoing</p>	<p>ongoing</p>	<p>Council/ MT</p>



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Risk Details	Risk Rating	Action Details	Start	End	Responsible
<p>C5</p> <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> <ul style="list-style-type: none"> 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 will lead to difficulties in defending civil claims, leading to financial exposure. 	<p>3</p>	<p>Mitigation: Council's General Safety Policy outlines roles and responsibilities in Council in relation to H&S.</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>	<p>Commenced</p>	<p>Ongoing</p>	<p>MT/Council</p>
<p>C6</p> <p>Effectiveness of Communication (Corporate Image)</p> <p>The risk is that the systems and resources are not in place to manage bad and negative news which may damage the council's reputation amongst the public, employees and other stakeholders.</p>	<p>3</p>	<p>Mitigation: closer working with WDBC Comm's Team + press releases on major issues as appropriate</p> <p>Budget allocation made</p> <p>Offer from WDBC re support for Heritage related projects</p>	<p>Commenced</p>	<p>ongoing</p>	<p>MT</p>



Tavistock Town Council

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Risk Details	Risk Rating	Action Plan	Est'd	Responsible
<p>C7</p> <p>Performance and Risk Management 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>4</p> <p>3</p>	<p>Mitigation: service planning Mitigation: Integrated reporting is developing at the corporate level and challenge at MT will improve Mitigation: Strategic Plan to be reviewed Mitigation: Training to be provided to MT and training opportunities made available to councillors</p>	<p>ongoing</p> <p>Commenced</p>	<p>MT/Council</p>
<p>C8</p> <p>Capacity The risk is that the Council will fail to recognise the extent of demands placed upon the organisation to deliver major projects/initiatives alongside 'business as usual' leading to failures to deliver.</p>	<p>4</p> <p>4</p>	<p>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</p>	<p>ongoing</p>	<p>Council/ MT</p>



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Risk Details	Risk Matrix	Action Details	Est'n	Esfd	Responsible
⁴ C9 Safeguarding Resources	3	Financial regulations/ standing orders updated regularly re model templates Council insurance policy in place Annual external audit Internal Auditor appointed & regular review of financial probity External local authority specialist accountancy practice engaged Appropriate financial software packages in place Regular financial reporting to every Council meeting	ongoing	N/A	Council/RFO

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

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

⁴ Ibid



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CORPORATE SERVICES
Review of 2015-16

What we set out to do	What we did	Commentary
<p>THI 1 Delivery of accountable body role</p> <p>2 work up premise (Council) specific bids</p>	<p>1 approved private sector application</p> <p>1 Council building (Butchers Hall) under way. Refer to Operations Plan re council properties & THI progress reports</p>	<p>The largest/most complex programme of projects delivered/ enabled by TTC (duration to 2019)</p> <p>First significant grant scheme administered for public benefit -overall iro £2.2m. Need for continuity of project management.</p>
<p>Localism Projects to work closely with partners 'in the interests of Tavistock'</p>	<ul style="list-style-type: none"> • In principle agreement with DCC re new depot site • Preliminary discussions with WDBC re crossover assets 	<p>Lease detail agreed – exploring temp lease options</p> <p>Sub-Committee in place – feedback awaited from WDBC</p>
<p>Guildhall Secure HLF funding for a stage 2 pass (GH Gateway Centre project)</p>	<p>Stage 1 pass secured Activity and design teams procured, Project Manager in place.</p>	<p>If supported by HLF at next stage the largest capital project undertaken by TTC. Stage 2 pass requires significant co-ordination of resource and strong partnership contribution. Continuing and positive progress toward recognition as a key centre. Substantially dependent on the above item.</p>
<p>WHS Key Centre work toward achieving Key Centre status for Tavistock</p>	<p>TTC a founding Member of Tavistock Heritage. Infrastructure for key centre status a central part of the Guildhall HLF bid</p>	<p>Continuing and positive progress toward recognition as a key centre. Substantially dependent on the above item.</p>
<p>Litigation reduce costs/ incidence of litigation & conclude outstanding cases</p>	<p>One remaining 'legacy' case outstanding</p>	<p>Council has put in hand arrangements to take this matter forward</p>
<p>Service Planning embed service planning as a management/ organisational improvement tool</p>	<p>Service plans provide the operational framework for delivery of objectives linking to corporate priorities</p>	<p>The test continues to be the extent to which plans are agreed <i>and</i> adhered to by stakeholders as a living tool.</p>
<p>Standing Orders Review and update</p>	<p>Financial and procedural reviewed.</p>	<p>Other areas – specifically such as procurement, ICT & h&s outstanding</p>
<p>Neighbourhood Plan</p>	<p>Progression postponed due to lack of capacity to</p>	<p>The stated intention of Council continues to be</p>

	take forward.	to work alongside WDBC and the emerging Local plan. In view of capacity issues it may be necessary to source support from volunteers or externally
Health & Safety recruitment of advisor	To be appointed	Provider will be approved by Council insurers
Flood Plan	Worked with DCC, EA & WDBC	Not completed – significant impacts from staff changes in other organisations. Unclear if those resources will be replaced
Introduce Property Maintenance Plan	Linked plan development to post delivery status for THI critical buildings	Delay disappointing but timely link to THI requirements. GM has committed to a template being in place by calendar yr end
ICT Website review	Engaged provider	Website in roll-out phase
Additional to the Service Plan - what we set out to do	What we did	Commentary
Councillor ICT	Scheme agreed	New arrangements in situ
Other Council ICT	Broadcast system	In situ
Tinth	Support to Tavistock Heritage and WHS for 'Tinth' anniversary	25 th July, 2016
Council Strategic Plan	Commenced review of Council Plan	Delivery now anticipated September
East End Store Review	Commissioned condition survey, identified potential for community use	See below – destination outlet approach for remaining units
TASS partnership	Agreed basis for older persons facility	Public/voluntary sector partnership for community benefit
Long Leases	Reviewed long leases to public & private tenants & taking action as appropriate to regularise	A longer term activity based on securing the best long term interests of the town and wider local hinterland
Property management policy	Developed a policy for letting of council premises	Aim being to consolidate and codify practice & give clarity to landlord/tenants

Admin Office 2015 - 2016
Overview

What we set out to do	What we did	Commentary
The implementation, and on-going adherence to, Pension Auto Enrolment Legislation (TTC affected from 1 st August 2015)	All necessary steps taken, and process now in place	Action complete, and on-going
Task and Finish Group to be appointed for the Review of Committee Arrangements	Group appointed and meetings took place. Recommendations submitted to full Council and accepted. Committees (apart from the Plans Committee) now abolished	Action complete
Garden Festival and other special events (i.e. Civic Service and Civic Ball)	Successful events again took place in the 2015/2016 year	The Garden Festival annual event and will take place again next Spring Bank Holiday, planning starts again in October 2016. The dates for the 2016-2017 Civic Service and Civic Ball are already planned.
Provide support to other departments for Goose Fair and other such events	Full support given to all departments regarding administration, and financial support, for all Town Council organised events.	This is an on-going process as each event is organised. The next main event will be Goose Fair, when the Admin Office will again be heavily involved in the process from the outset, with the letters going out to existing traders in July 2016 for the October 2016 event.
Re-introduce the Annual Report/Council Newsletter	Re-introduction has not yet taken place, it is planned that this will happen in Autumn 2016	Action not yet complete
Complete the compilation of the Minutes of all Committee, Sub-	This is a very onerous task, but we have dedicated as much office	It is planned that the first tranche of papers will be sent for binding in

Committee and Council
Meetings and arrange
binding

time as possible to it

early July 2016, with the
rest sent by the end of
October 2016