



AGENDA ITEM No 5(i)

STRATEGIC & CORPORATE SERVICES

Council Strategic & Corporate Services Improvement Plan 2017-18

COMMUNITY



DEMOCRACY



ECONOMY



ENVIRONMENT





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Delivering the Business of the Council

Tavistock Town Council adopts a plan led approach to the delivery of Council business and performance management. Higher level organisational goals and the principles underpinning the operation of the Council are set out in the Strategic Plan 2017-2021. These are then embedded in the organisation through annual service planning (integrating the operational with the strategic), regular reporting, monitoring and the staff appraisal system.

As such these documents are distinct from a Neighbourhood Plan (relating substantially to land use/the built environment) or a Community Plan/Town Vision (setting out the wider needs &/or aspirations of the community). The primary purpose is to set out those tasks or activities by which the success of the Council can be judged year on year in the context of the Council priorities and with regard to how we conduct Council business on behalf of our community.

This document is comprised of two parts – the four year Strategic Plan, followed by the annual Corporate Service Plan. Together these form the basis from which service activities and goals are identified, prioritised, resourced and delivered.

The Strategic Plan 2017-21

1.1 Council Vision - the vision of the Council:-

Tavistock Town Council aims to improve the social and economic wellbeing of the Community, and to protect the built environment of the town. It aims to work with other organisations and the community to provide efficient and high quality services.

1.2 Tavistock Town Council has a central role to play in developing and participating in all aspects of life in the Town. It is a community leader, advocate and representative body comprised of residents elected to represent the community.

Council Priorities

1.3 The priorities of the Council are:-

Democracy (D) - the Town Council consists of an elected body of local people to provide a strong voice on decisions and services that affect the everyday life of local people including:

1.1. Representation – the Council will act as democratically elected leader of and advocate for the interests of the community with particular regard to service provision, infrastructure, wellbeing and community assets - working with the community and in partnership. Councillors will receive support in their roles as representatives, leaders and the delivery of participation and engagement in public life.

1.2. General power of competence (GPC) – the Council will seek to maintain the GPC in order that it has the fullest opportunity to act for, and in the interests of, the residents of the Town.



1.3. Consultation – the Council will seek to consult with electors before making changes that affect the populace or relevant stakeholder groups.

1.4. Civic/ceremonial - the Council will seek to sustain civic and ceremonial traditions.

Community (C) - The Town Council seeks to always be at the heart of the community and its activities. It will work closely with the many local voluntary, business, community groups and third/public sector partners within Tavistock that are key to vibrant & successful community life.

1.1. Working together – the Council will work with the borough and county councils and other representative bodies, partners and public authorities to promote a vibrant and healthy community life and wellbeing.

1.2. Communications - the Council will develop communications (including web site, newsletter, social networking options) to meet statutory and other requirements including to communicate key messages

1.3. Financial assistance the Council will maintain a grants scheme to support eligible organisations providing benefits to the local community

1.4. Outside bodies - the Council will appoint representatives to, and work with, community and other groups supporting residents of the town

1.5. Community assets - the Council will manage the community assets in its ownership to support the development and delivery of community services, benefits and community wellbeing

1.6. Allotments/burial grounds - the Council will maintain allotments and burial grounds to serve the parish, including making provision for replacement/additional burial facilities as necessary

1.7. Events – the Council will seek to deliver events which engage, entertain and or inform the community and visitors whether on an annual or occasional basis

Environment (En) – Tavistock has a strong identity and character due to its rich natural and built heritage. The Town Council will work to ensure this heritage is protected and enhanced for present and future generations, including especially those buildings and areas of land for which it is custodian.

1.1 Environment (general) - the Council will actively contribute to and promote policies and initiatives that support, protect and sensitively and sustainably develop the unique historic, built and natural environments of the town.

1.2 Environment – (Council ownership) the Council will maintain and protect the built heritage and natural assets in its ownership including through the maintenance of appropriate records, maintenance plans, inspections and works



- 1.3 Whitchurch Down - the Council will manage Whitchurch Down for users with due regard to the maintenance of biodiversity and the conservation of areas of environmental significance.
- 1.4 Trees - the Council will manage and maintain shrubs and trees on Council land including the maintenance of inspection, arboricultural and planting schemes
- 1.5 Recreation – the Council will maintain existing play areas and, where appropriate, provide new areas for recreation as new developments and associated funding come forward.
- 1.6 New development – the Council will seek to inform and shape new development in the town to ensure sustainable and managed growth supported by appropriate infrastructure.

Economy (Ec) – The Town Council will work actively with the business community and other stakeholders to support the local economy and promote footfall as well as embedding good practice in its roles as a significant employer, landlord, steward of community assets and service provider.

- 1.1 Economic Development –the Council will seek to support and/or deliver economic development initiatives to promote, develop and maintain a healthy local economy and commercial sector.
- 1.2 Working together – the Council will work with the Chamber of Commerce, Business Improvement District Ltd and other representative bodies, partners and public authorities to promote a vibrant and healthy local economy
- 1.3 Gateway centre – the Council will support the delivery of a Guildhall WHS Gateway Centre and associated uses as a basis for the sustainable public use of this historic complex and development toward Tavistock becoming a WHS ‘Key Centre’.
- 1.4 Best value – the Council will work to minimise Council costs and provide value for money services which are relevant, efficient, economic and effective. In doing so it will reflect good employment and business practices.
- 1.5 Income generation – the Council will manage its commercial assets to provide income streams on a commercial basis to support the development and delivery of community services and benefits. The Council will also seek to develop new income streams which contribute to the local economy such as the bringing into use of the Butchers hall, securing of contracts to external bodies for services etc



1 Service – The Corporate Plan

1.1 Name of Service

Corporate Services

1.2 Responsible Officer

Town Clerk

1.3 Future Challenges

The most significant organisational challenges envisaged over the next planned period continue to primarily relate to the 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). The single most complex THI project – Pannier Market Re-Roofing and associated interim arrangements are set to fall within this plan period.
- b. Linking to the above the development of a new themed market use related offer for the Butchers Hall (implementation scheduled 2018/19) together with a wide range of other capital projects.
- c. The completion of the development stage for the Guildhall WHS Gateway Centre proposal to ensure a robust and successful Round 2 bid submission followed by delivery of sustainable future operating arrangements.
- d. Organisational demands and calls on scarce resources arising from an extensive capital programme.
- e. The equitable rationalisation of long term lease arrangements.
- f. 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.
- g. 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.
- h. The resourcing/development/delivery of/adherence to of effective neighbourhood, strategic and service planning arrangements.
- i. The operation of the Council and the organisational, skill, 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 (Responsible Financial 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 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:

¹ Developed from former Administration Office Service Plan prior to consolidation



- 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;
- Maintenance of statutory and organisational records and compliance with legal obligations in relation to administrative, financial and related corporate matters;
- The provision of civic and mayoral support, updating of the Council website publication of the town guide & council newsletter, administration of council grant scheme and the Jessie Ann Alford Charity;
- Provision of general office & corporate/democratic administration and support services.

1.6 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

Budget & Policy/Council



2 Projects/Tasks

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

| Projects/Tasks | Target | Estimated Start Date | Estimated Completion Date | Responsible Officer | Approval Status (Committee Yes/No) | Link to Council Priorities ² |
|---|---|--|--|---------------------|------------------------------------|---|
| Townscape Heritage Initiative Scheme (THI) - Accountable Body role | Delivery Phase | 2014 | April 2019 | TC/THI PMB | Y | D6/D8/En7 |
| 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/En7 |
| Localism Project(s) (tbi) - 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/Ec2 |
| 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 |

² For purposes of comparison these reflect the format of the former (2011-15 strategic plan). If council approves the current format they will be re-designated in accordance with the updated strategic plan priorities listed above.



| Projects/Tasks | Target | Estimated Start Date | Estimated Completion Date | Responsible Officer | Approval Status (Committee Yes/No) | Link to Council Priorities ² |
|---|--|--|---|---------------------|------------------------------------|---|
| Guildhall Gateway Centre Round 2 HLF Bid followed by project delivery | Submit successful stage 2 HLF bid and deliver Gateway Centre | 1 st September, 2015 (PTS) ³ | July (for August)2017 (submission) | TC/GM | Y | En 3/En 7 Ec1/En3/Ec8 |
| 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 (may be deliverable by other means) | TC | Y | All |

³ Note – slippage on this project has led to HLF granting an extension to enable a Summer submission.



| Projects/Tasks | Target | Estimated Start Date | Estimated Completion Date | Responsible Officer | Approval Status (Committee Yes/No) | Link to Council Priorities ² |
|---|--|----------------------------------|-------------------------------|---------------------|------------------------------------|---|
| Development and introduction of Property Maintenance Plan | To identify the long term on-going costs associated with council properties + plan repairs | Under way | Revised Autumn 2017 | GM | Y | D7/En7 |
| Review of Strategic Plan (2010 -15) to 2017-21 | fit for purpose Council plan to co-ordinate/ prioritise work of the Council | September 2015 | Summer ⁴ 2017 | TC&GM | N | All |
| Neighbourhood Development Plan | To consider whether to develop a NDP for the Town | tbd | Link to WDBC Local Plan - tbd | ATTC | Y | D3/D8/C11 En4/En 7 |
| Council Newsletter | To deliver a Council Newsletter bi-annually | May 2017 1 st edition | ongoing | ATTC | Y | D2, D3 |

⁴ Now integrated in the service planning process – see 'introduction' above



| Projects/Tasks | Target | Estimated Start Date | Estimated Completion Date | Responsible Officer | Approval Status (Committee Yes/No) | Link to Council Priorities² |
|--|---|-----------------------------|--|----------------------------|---|---|
| Updating of records and publication requirements | To hold necessary records and documents in the recommended format | Under way | ongoing | ATT/TC | N/A | D7 |
| Long Leases (public) | to rationalise public long leases in the interests of the Town | Sept 2015 | Subject to negotiations revised est 2017 | TC | Y | D7/D8 |
| Long leases (private) | to settle &/or rationalise private long leases | Sept 2015 | Subject to negotiations est 2017 | TC | Y | D7 |

⁵In relation to the general office function

⁵ Footnote 1 above refers



| | | | | | | |
|---|--|--|----------|-------------------|-----|----------|
| 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 & Ec1 |
| Provide support to other departments for Goose Fair, Garden Festival and other community events | To help and support with the delivery of all events run by Tavistock Town Council | July to October annually (for Goose Fair) ad hoc for other events | On-going | ATTC (for office) | Yes | Ec1 |



| | | | | | | |
|---|---|--|--------------|-------------------|-----|----------|
| Complete the compilation of the Minutes of all Committee, Sub-Committee and Council Meetings and arrange binding | To provide a permanent record of Meetings held by the Town Council | Started | October 2017 | ATTC | No | D2 |
| With the improved capabilities of the new TTC website the population of relevant documents, agendas, reports, policies and procedures etc for public, Councillors and staff and to meet statutory obligations | 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' (in year) | On-going | ATTC/Office staff | Yes | D7 & Ec3 |



3 Consultation Plan

This section deals with any consultations planned by the service in the year 2017/18.

| Description | Method & Style of Consultation to be employed | Date |
|--|---|---|
| Localism projects and/or working together in the interests of Tavistock | Consultation with service users/stakeholders and partners as/where necessary | To be determined as eligible projects are identified |
| Guildhall Gateway Centre | Commensurate with guidance of HLF | As required and as appropriate |
| WHS – Key Centre | As necessary to meet required standards | As necessitated by the project timeline(s) |
| Townscape Heritage Initiative – oversight of required consultation(s) ⁶ | Consultation with service users/stakeholders and partners as/where necessary in accordance with the Bid. Note – mostly completed at development stage – also evaluation process | As per the Bid dateline. 1 st stage evaluation commenced. Stage 2 = 2019 |
| Neighbourhood Plan (should Council decide to proceed) | As required by the statutory process | As required by the process. Initial consideration July 2017 |
| Town vision/Town Plan (should Council decide to proceed) | tba | Tba – anticipated 2017-18 |
| ⁷ Re-introduce the Annual Report /Council Newsletter | The Annual Report/Council Newsletter allow the Council to inform Tavistock’s residents | Commenced 2017. Two publications per yr |

⁶ Note also significant consultations attach to projects within the community services service plan eg Duke Street. ⁷ Footnote 1 refers



4 Performance Indicators

| Description | Type (KPI, C or Local) | Responsible Officer | Actual 2015-16 | Target 2016-17 | Actual 2016-17 | Target 2017-18 | Comments |
|--|------------------------|---------------------|----------------|-------------------|----------------|-------------------|--|
| Prop's – No of Properties void for more than 3 months | L | TC | 2 | 0 | 2 | 0 | Due to legal proceedings (1) and interim alternative use (1) |
| Staff Average No of days sickness taken by staff | C | MT | 18.4 | 7.5 max threshold | 7.04 | 7.5 max threshold | Return toward norm after previous yr sig long term sicknesses |
| Staff % delivery against annual core training needs | C | MT | 68.5% | 100% | 77.5% | 100% | Positive direction of travel, more to be done |
| 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 | 11.76% | 100% | 17.64% | 100% | This represents an overall indicator of training take up/ commitment in relation to the local council sector by members – 3 councillors have met the indicator |
| Finance % orders made requiring a purchase order per service area that have a PO | L | MT | 87.55% | 100% | 87.59 | 100% | More progress required and a review under way |
| Audit – % of Internal Audit recommendations implemented within 6 months of due date | L | MT | 100% | 100% | 94.73 | 100% | Note some audit issues may be picked up at particular junctures |



| Description | Type (KPI, C or Local) | Responsible Officer | Actual 2015-16 | Target 2016-17 | Actual 2016-17 | Target 2017-18 | 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 | 93.25% | 100% | 91.25% | 100% | Partly a reflection of staff turnover. A member of staff has recently completed NEBOSH training |
| 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 – 2017-18 ONWARDS

| Description | Expected Efficiency Gains |
|--|----------------------------------|
| <i>Describe measures, explain any calculations and indicate if "cashable".</i> | 2017-18 |
| 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 | See service specific plans |



6 Risk Management

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

| Risk No | Risk Details | Risk Matrix | | Action Details | Est'd Start Date | Est'd Finish Date | Responsible Officer |
|---------|--------------|-------------------|---------------------|----------------|------------------|-------------------|---------------------|
| | | Severity out of 5 | Likelihood out of 5 | | | | |



| | Risk Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|----|---|----------------|---|---|---|---|-------------|
| C1 | <p>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 WDBC 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>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</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> | 4 ⁸ | 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> | <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 |

⁸ The emerging increased costs associated with the Guildhall project have caused an increase in the weighting attached to likelihood. Council may also wish to consider affect on severity.



| | Risk Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|----|--|-------------|---|---|---------|---------|----------------------------------|
| C2 | <p>Infrastructure Maintenance The risk is that the Council will not prioritise spending/attract core funding so as to maintain standards of infrastructure long term, resulting in sub optimal asset condition and usage, increased exposure to claims, danger of injury and additional cost. There is also the risk that consequential impacts of infrastructure maintenance create liabilities that impact upon capacity and/or resources.</p> <p><i>Note In view of same and the challenges faced in delivering major works schemes the potential has been increased to 4 and likelihood continues to be under review.</i></p> | 4 | 4 | <p>Control: improving Asset Management Planning (includes management plans), including contracting arrangements Mitigation: Property maintenance plan Mitigation: Council Business Planning Mitigation – consultation with tenants/stakeholders throughout and taking of professional advice.</p> | started | ongoing | <p>MT GM (maint'ce plan)</p> |



| | Risk Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|---|--|-------------|---|--|-----------|---------|-------------------|
| C3 | <p>Partnership Working Effectiveness The risk is that the changes required to enable the Council to work effectively and in an open and honest way with its Partners will not be identified and delivered resulting in partnership commitments not being achieved and sub-optimisation of service delivery. Accelerated timescales for integration/collaboration could risk effective joint working between partners and the 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' and delivery stages are 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).⁹</p> | 4 | 4 | <p>Control: Key Partnerships under review through Service Plans Control: Performance management and monitoring The Council will engage and consult as widely as possible with partners on integration/different models of commissioning/delivering /co-working in public services prior to commencing any activity, and activity will be supported by business cases. A consensus will be sought amongst partners as to what the priorities are and the evidence base to support them to inform subsequent commissioning plans and arrangements.</p> <p>For the THI separate accounting and bespoke governance arrangements</p> <p>Regarding the Guildhall the delivery stage will necessitate significant collaboration</p> | Under way | ongoing | Council/ TC/GM |
| <p>⁹ There remains a case to be made for an increase in 'likelihood' weighting given some of the challenges associated with working with one public sector partner and the slower than expected progress in formation of the Tavistock Heritage Trust.</p> | | | | | | | |
| 20 | | | | | | | |



| | Risk Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|----|---|-------------|---|---|---------|---------|----------------|
| C4 | <p>Resourcing Capacity and Capability/Corporate Leadership</p> <p>The risk is that the required corporate management arrangements to deliver the service improvements needed will not be established to enable effective delivery to be achieved.</p> <p>The risk is that the Council(lors) and staff lack the skills/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> | 4 | 3 | <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 Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|----|--|--------------------|---|---|--------------|--------------|--------------------|
| 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 Council's role as landowner, employer etc.</p> <p>Gaps in inspection regimes will lead to difficulties in defending civil claims, leading to financial exposure.</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 |
| C6 | <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> | 3 | 3 | <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> | Commenced | ongoing | MT |



| | Risk Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|----|---|--------------------|---|--|--------------|--------------|--------------------|
| 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> | 4 | 3 | <p>Mitigation: service planning</p> <p>Mitigation: Integrated reporting is developing at the corporate level and challenge at MT will improve</p> <p>Mitigation: Strategic Plan to be reviewed</p> <p>Mitigation: Training to be provided to MT and training opportunities made available to councillors</p> | Commenced | ongoing | MT/Council |
| C8 | <p>Capacity</p> <p>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> | 4 | 4 | <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> | ongoing | ongoing | Council/MT |



| | Risk Details | Risk Matrix | | Action Details | Est'd | Est'd | Responsible |
|------------------|-------------------------------|-------------|---|--|---------|-------|-------------|
| ¹⁰ C9 | Safeguarding Resources | 3 | 2 | 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 meting | ongoing | N/A | Council/RFO |

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 | |

¹⁰ Ibid



Tavistock Town Council

Working for the local community
