



CORPORATE SERVICES

AGENDA ITEM No. 6a

Council Corporate Services Improvement Plan 2025-26

COMMUNITY



DEMOCRACY



ECONOMY



ENVIRONMENT



WORKING FOR THE LOCAL COMMUNITY



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Delivering the Business of the Council

Tavistock Town Council adopts a plan led evidence based 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 2024-2027. These are then embedded in the organisation through annual service planning (integrating the operational with the strategic – ie this and other documents), regular reporting, monitoring and the staff appraisal system. A Medium Term Financial Plan is presently in abeyance pending uncertainty around inflationary and Local Government Reorganisation (LGR) pressures.

As such the foregoing corporate documents are distinct from the Neighbourhood Development 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 also informed by the constrained financial position and uncertainties regarding Local Government Review (LGR). 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 and documents and reflect agreed direction of travel. In particular it should be noted that the projects listed are largely in addition to the day to day running/operation of the Council & service delivery/'business as usual' (for those activities readers should refer to the service plan summaries). Accordingly project delivery is necessarily tempered by finite resources, including making delivery choices based upon importance, urgency and capacity (in all its forms).

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:-

- how best to meet potentially anticipated, as well as unforeseen increasing costs, revenue and capital (as applicable) accompanied by downward pressure on commercial income streams;
- the strategic and operational challenges (now and/or in the future), posed by local government reorganisation and/or devolution, including supporting, scoping, identifying and delivering tangible outputs against



priorities relating to supporting the community through that change and a likely accompanying changing role for the Council and associated resource base;

- the capacity of the existing organisation/establishment to continue to meet organisational demands in key areas of finance, compliance, management, relationship and project management and also 'regrow' and potentially 'repurpose' the organisation to current and developing future needs;
- linking to both of the foregoing, the adjustment required from an extended and intense period of often complex programme/project management, to organisational recovery, and then repurposing;
- the significant financial and other demands imposed by a substantial heritage asset base, including (but not limited to) addressing landlord obligations in relation to energy performance certification and associated regulatory requirements.

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

- a. Reserves – available reserves in the Rolling Capital Programme (RCP) are currently committed and there continues to be only limited scope for unforeseen urgent or other works. The same applies to significant maintenance and repair or LGR/localism projects. Council will be mindful that it is legally prohibited from using capital reserves or receipts to support revenue spend, or to use loans for revenue purposes.
- b. Guildhall Toilets, presently these are being operated by WDBC with a view to takeover by TTC after expected withdrawal from delivering those toilets by WDBC. At and following the time the transfer takes place there will be new capital, revenue and capacity implications.
- c. 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 further development of a new sustainable themed market use and related offer for the Butchers Hall.
 - ii. The equitable rationalisation of long term public lease arrangements.
 - iii. The continuing/challenging legislative and financial environment within which Local Government operates, including the impact of the wider economic situation, uncertainty regarding the effect of the Devon and Torbay Combined Authority alongside non-unitary reorganisation, strategic authority configuration and the potential for elected Mayors,, an increasing regulatory burden and potential for government controls over



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

- iv. Recent strains on (alongside greater dependence on) partnership and collaborative working in a deteriorating public/voluntary service environment together with anticipated (or unforeseen) demands which might come to be placed on Council resources. For example service 'hand-down' from partners seeking to divest themselves of financial pressures or service responsibilities or implementation of initiatives damaging to the community.
 - 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 increasing pressure both on it, and the community.
 - vii. Supporting and developing the current (2023-27) Council at a time of challenged organisational capacity and low levels of uncommitted financial resources – whether in the policy/community arena's, or general duties (such as works initiatives).
- d. It should also be recognised that, having deployed effort and resource for a prolonged period toward high value town regeneration and community projects, as previously reported, there remain substantial and growing consequential deficits in routine and operational practice to be made good, with particular attention required in compliance and regulation. It has been estimated that if the Council did nothing new, bringing those systems and activities up to where they should be would take up to 2, 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). Where temporary extra resources have been made available progress has been positive. However, the risk of failure in remaining unresourced areas and associated financial/reputational/other damage will only grow with the passage of time and notwithstanding the risk attaching to any new or increased regulatory burdens.

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 normally provided are the following:-

- Ensuring the efficient, effective and economic use of resources (including measures of control and assurance) and the procurement of necessary support and other services to secure ‘best value’ and promote continuous organisational improvement;
- Promoting the modernisation agenda for Local Government and supporting Councillors in their strategic and representational roles;
- Leading, motivating, co-ordinating and managing all aspects of a multi-disciplinary organisation and associated organisational, commercial and project planning;
- Facilitating and supporting the identification, development and delivery of strategic projects and initiatives;
- Providing strategic and policy advice, guidance and sector advocacy;
- Promoting both locally based and strategic partnerships and other forms of collaborative and intra/inter agency working for and on behalf of the community of Tavistock and the local Council sector;
- Maintaining probity and advising on the application and construction of legislation, the common law, council procedures and best practice relating to the work of the Council and associated organisational arrangements;
- Linking to the foregoing, developing, implementing and securing compliance in relation to statutory obligations, organisational rules, procedures and practice – organisational, administrative and financial;
- Providing effective arrangements for the management of Council assets and resources;
- Leading the work of the management team in delivering organisational goals and objectives;
- Discharging the duties of the Proper Officer, Responsible Finance Officer and such statutory and other obligations as are placed upon the Town Clerk as Chief Officer of the Council.



More specifically with regard to the general office function in particular (and derived from its former service plan)

- Managing Council premises (lettable properties) in accordance with the principles of good estate management;
- Maintaining high levels of occupancy (and low levels of debt) for Council lets, managing day to day tenant relationships in accordance with Council Policy, legal obligations and good practice;
- The management and delivery of certain human resource services together with payroll, purchasing and finance functions;
- Maintenance of statutory and corporate records and compliance with legal obligations in relation to administrative, information, financial and related corporate matters;
- The provision of civic, democratic and mayoral support, routine updating of the Council website, communications, publication of the town guide & council newsletter (if/as applicable), administration of Council grant scheme and the Jessie Ann Alford Charity;
- Provision of general office & corporate/democratic administration and support services.

1.6 Legal Requirements

Are principally:-

- Local Government Act 1972
- Health & Safety at Work Acts
- Landlord and Tenant Act 1954
- Common Law in relation to meetings
- General Data Protection Regulation & Data Protection Act 2018
- Freedom of Information Act 2000
- Public Bodies (Admission to Meetings) Act 1960
- Public Health Acts
- Disability Discrimination Act 1995
- Equality Act 2010
- Occupiers Liability Acts 1957 and 1984
- The Tavistock Acts
- Localism Act 2011
- Natural Environment and Rural Communities Act 2006, as amended by the Environment Act 2021
- Coronavirus Act 2020 and associated regulations (as/if applicable post pandemic)
- Planning legislation and guidelines
- Various re Local Authority Finance, Tax and VAT also Pensions



- Terrorism (Protection of Premises) Act 2025
- Various legislation associated with Minimum Energy Efficiency Standards

1.7 **Committee** – Budget & Policy & Council



1 Projects/Tasks

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

Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Funding Gap – Ongoing , Reserves - to apply discipline and introduce a plan to maintain the level of Reserves to a) acceptable; b) and then sustainable) levels.	To rebuild capital reserves within 3-5yrs (Council previously agreed to bring up from 0 to iro (RCP) £500,000))	July 2020	(Capital Reserves) 2025 -2026	Council & TTC/RFO	Y	Ec4,5



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
<p>Please be advised that, as reported during the most recent Budget setting round, the rebuilding of an unallocated capital reserve to address contingencies has not yet been possible. <u>The target date is therefore not achievable</u> and will also require adjustment to reflect any funds required to deliver non-capital localism (and LGR) projects if/as necessary. NOTE the Council may not lawfully incur a deficit (ie allow expenditure to exceed income and reserves). NOTE The extent to which revenue comes under pressure will be impacted by the sustainability of diverse income streams and the extent of discipline applied to expenditure. More specifically there is anticipated ongoing unbudgeted impact of professional service price increases and inflationary pressures and significant control will be needed around whether to proceed with projects and, if so, at what cost.</p>						
<p>Public Conveniences – assuming responsibility from WDBC (Guildhall PC facilities) for operation, management and maintenance.</p>	To take on Guildhall Public Conveniences in due course	In negotiation	To be decided pending negotiation	TC/GM	Y (in principle)	D1, D3, C5 Ec1,



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
New: Regulatory and Compliance	to put in place arrangements to address backlogs in this area and introduce resilient future operating arrangements.	Summer 2024	as soon as reasonably practicable	C/TC/GM	TBD	Potentially all, but in particular D
<i>NOTE the Council has put in place, on a temporary basis, additional resource to support various out-services in this area. Progress where that has been available has been positive. Central services continue to require attention.</i>						
Planning for the future – to support progress in relation to a Neighbourhood Dvlp't Plan for the Town following adoption of the Joint Local Plan and completion of the review of the Conservation Area Management Plan and Appraisal Note – originally a localism project	To deliver a Neighbourhood Plan for the Town	June 2021	2-5 years from decision to proceed	Member led + TC	Subject to review by DML & Council	D1, D3, C1 En1, En6,
<i>NOTE the Neighbourhood Development Plan has passed Referendum and positive progress has been made regarding content of the Conservation Area Management Plan and Appraisal. Completion therefore imminent, the Council may now wish to consider removing this project in light of progress</i>						



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,C1,3 En1, 2, Ec1,2,4
Guildhall Gateway Centre (Operating arrangements) – to put in place sustainable future operating and funding arrangements consistent with the project approved purposes. Includes legacy obligations. Note - amended to reflect changed demise with THT	Manage, co-ordinate & deliver effective operating arrangements with partners	Ongoing, + April&October 2023 (phase 2)	Revised completion date (following review)-by Financial year End 2024-25	TC/GM	Y	C1, 5, En 1, 2, Ec 1, 2, 3
<i><u>NOTE the Council may now wish to consider removing this project in light of revised operating arrangements</u></i>						
Localism Project(s) (tbi – standing project head) - Identify, develop and undertake one or more partnership based localism projects – ongoing brief subject to organisational capacity/resources	Identify & implement collaborative projects for the Town	ongoing	n/a	TC/GM	Project specific -as required	C1, Ec 2



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
<p>Working together in the Interests of Tavistock (closely related to the above (tbi – standing project head))</p> <p><i>Note: this project may now be construed to include local government reorganisation (New) and, where possible, a partnership based approach to the protection of assets and services valued by the Community. <u>The Council may therefore wish to consider committing to reactivation of a localism EMR</u> and review of the localism revenue allocation. As such it is potentially the single most significant workstream if a working agreement with prospective partners can be achieved.</i></p>	<p>Co-ordinated approach in delivery of local authority services/ activities. Previously reviewed the possibility of co-location with WDBC</p> <p>Also the longstanding ‘working together in the interests of Tavistock’ grouping</p> <p>Also supporting & collaborating with the BID Co</p>	<p>Ongoing (but reducing input from some partners)</p>	<p>n/a June</p>	<p>TC/GM</p>	<p>Y</p>	<p>All</p>



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 and deliver good practice for the Council and help facilitate community led activity.	Autumn 2019	ongoing	GM bi yearly reporting	Y	D3, C1, En En3-6
<i><u>NOTE the Council may wish to consider discontinuation of this project in view of the reporting arrangements now in hand to embed progress</u></i>						
Development and introduction of Property Maintenance Plan <i>Note: this is a longstanding goal for the works department to increase efficiency, provide managed repair/maintenance and reduce risk.</i>	To identify & programme the long term on-going work associated with Council properties + planned maintenance/repairs	Under way	to be agreed	GM/WM	Y	En 1,2, Ec4 5



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Market Test Legal Services Note:- timelines for this activity, or equivalent are dependent in part on current arrangements. The Council will recall a recent move from Foot Anstey to Stephens and Scown with provision for an initial period of not less than one year. As the new arrangement is operating satisfactorily the timeframe for action has been adjusted.	Review service and test market	2026-27	2027-28	TC/ATTC	N/A	All
Market Test exercise regarding Surveyor Services <i>NOTE in the interests of probity this will be undertaken after completion of the residual work associated with a legacy issue.</i>	Review service and test market	2025	2025-26	TC/ATTC	Y	C5, En2, Ec 5
Updating of records and publication requirements	To hold necessary records and documents in the recommended format	Under way	ongoing	ATTC/TC Note - also applies to Community Services	N/A	Ec 4
<i>NOTE some limited aspects of this are now being picked up</i>						
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



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Long leases (private) <i>NOTE this is substantially complete and is proposed to be removed after completion of residual work associated with a legacy issue</i>	to settle &/or rationalise private long leases	Sept 2015	Subject to negotiations & proceedings est'd 2024/25 dependent on actions required	TC/C	Y	Ec 4, Ec5, Ec6
Energy Performance Certificates & consequential matters <i>NOTE a significant allocation of funds may be required at budget setting to take this forward.</i>	To put in place EPC's for applicable Council premises and associated arrangements appropriate to comply with statutory requirements for a) residential, b) commercial.	May 2023	To statutory timeframes (variable)	EPC's TC/ATTC Remedial works GM/WM	Legal obligation	D5, En2, En7.



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Martyn's Law (Protect Duty) <i>NOTE the legislation received Royal Assent in April 2025 - Terrorism (Protection of Premises) Act 2025</i> <i>A minimum 24 month implementation period is anticipated, however preparatory work will be required in that time.</i>	to prepare for/ review the impact of (and then implement as required) anticipated new legislation affecting places of meeting and assembly https://homeoffice.media.blog.gov.uk/2025/04/03/martyns-law-factsheet/ in relation to TTC premises and activities	2 years from April, 2025	Subject to Parliament	TC+ all Managers	Statutory requirement	D5, C5, C7



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
Communication & Engagement workstream <i>NOTE now discontinued as a single strand workstream and integrated within the Working together in the interests of Tavistock workstream (Devolution/LGR refers).</i>	To undertake a review of Council communication and engagement	2024	2024	C/TC	Y	D1,D3,C1, C2,
Children and Young People Workstream <i>NOTE now discontinued as a single strand workstream and integrated within the Working together in the interests of Tavistock workstream (Devolution/LGR refers).</i>	To undertake a review of Children and Young People in the Town	2024	2024-25	C/TC	Y	D1, D3, C1 En5
Medium Term Financial Strategy NOTE this will follow on when there is a better understanding of the medium term direction of travel for inflation and the economy alongside the range of potential LGR impacts. Aspects also flow in appreciable part from the Property Maintenance Plan (above) on which this will significantly depend.	Develop a Medium Term Financial Strategy	Spring 2025	Date tbd (see note)	TC	Y	All
Grant assisted Capital Projects ie Abbey Remains Project and Multi Use Wheeled Sports Area (these are included in the interests of completeness and are appreciably dependent for delivery on the success of third party fundraising activities – for more information refer to the Community Services Service Plan)	Community projects in the areas of history/ heritage and sport/ recreation	2025-26 (subject to funding)	2026-27 (subject to funding)	GM	Y	Various for each



Civic and special events (inc Civic Service and Civic Ball)	To deliver successful core civic and related special events at minimal cost to Tavistock Town Council	On-going	On-going	ATTC	Yes	D4, Ec 4
Provide support to other departments for Goose Fair, Garden Festival and other civic & community events eg BID Co Dickensian	To help and support with the delivery of all events run by Tavistock Town Council	July to October annually (for Goose Fair) ad hoc for other events	On-going	ATTC (for office)	Yes	Ec 4
Review of Molly Owen Centre 'House' Use <i>NOTE a preliminary review of other Council Assets was undertaken last year.</i>	To identify appropriate uses	May 2025	July 2025	TTC+C	Yes	Ec4
Town Marketing – to engage as/where appropriate with key partners in an effort to contribute to promoting a coordinated approach to marketing where applicable.	Co-ordination + growth of shared capacity	Autumn 2021	Tbd (externally led)	TC/ Designated rep	Y	All



Heritage & World Heritage Site <i>NOTE this work is now significantly in hand ie BAU, it may therefore be appropriate to consider withdrawing the project</i>	To continue to actively engage with the Cornwall and West Devon Mining Landscape World Heritage Site, and with local heritage stakeholders, to develop and promote the local, regional, national and international heritage offer of the Town.	2023	Ongoing	C/GM	Y	C1, C5En1 En2, Ec2, Ec3
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2 Consultation Plan

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

Description	Method & Style of Consultation to be employed	Date
Localism projects and/or working together in the interests of Tavistock	Consultation with service users/stakeholders and partners as/where necessary. 'Working together' grouping represents a key stakeholder forum	To be determined as eligible projects are identified
Neighbourhood Plan	As required by the statutory process + good practice	Complete subject to adoption by LPA
Energy Performance Certificates	With tenants by written communication and/or meeting according to the impact of the requirements.	To be determined
Capital projects	With stakeholders and public as applicable and, in particular, as required to support funding bids	As required (MUWSA already commenced)



3 Performance Indicators

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

- a) % orders requiring a purchase order (PO) accompanied by a PO – following consistent performance over 90% two years ago this was replaced with a new PI of % of non contested invoices paid within 30 days;
- b) H&S - % of risk assessments/safe systems of work in place has been retained in abeyance pending the outcome of a review of HS measures by the designated Health and Safety Officer of the Council (General Manager) into related arrangements (please see Community Services Plan for more information).

Description	Type (KPI, C or Local)	Responsible Officer	Actual 2023-24	Target 2024-25	Actual 2024-25	Target 2025-26	Comments
Prop's – No of Properties void for more than 3 months	L	TC	1	0	4	0	2 residential (all yr) Mkt Rd properties. Use as welfare facility. Still vacant pending letting. Also 2x Cll Tax payable 2 Commercial properties (pt yr) re-letting in hand
Staff (1) Average No of days sickness taken by staff	C	MT	6.25	7.5 max threshold	3.71	7.5 max threshold	improvement
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	53.33%	100%	35%	100%	This represents an overall indicator of training take up/ commitment in relation to the local council sector by elected members



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2023-24	Target 2024-25	Actual 2024-25	Target 2025-26	Comments
Finance % of non disputed invoices paid within 30 days NEW	KPI	MT	New	100%	100%	100%	To comply with Council payment policy and sector practice
Audit – % of Internal Audit recommendations implemented within 6 months of due date	L	MT	100%	100%	100%	100%	Note some audit issues may be picked up at particular junctures
Complaints – % formal complaints concluded within policy time	L	MT	100%	100%	100%	100%	1 formal complaint received
H&S – % of risk assessments/safe systems of work in place and reviewed within previous 24 months See (c) above	C	MT	-	-	-	100%	See note above pending review – temporarily suspended
Note – MT = Management Team A = Annual Indicator							



4 Efficiency Gains

4.1 Efficiency Gains to be Achieved – 2025-26 ONWARDS

Description	Expected Efficiency Gains
<i>Describe measures, explain any calculations and indicate if "cashable".</i>	2025-26
<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 has operated at reduced capacity until 2024-25. It continues with some vacancies at the time of publication.</p>	See service specific plan proposals



5 **Risk Management**

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

Please also note that

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



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



C1	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 In particular there is a risk that residual costs of the Guildhall Project, challenged commercial income streams or Guildhall public conveniences could materially increase the capacity &/or financial revenue liabilities faced by the Council over the long term together with persisting inflationary pressures under certain cost heads (eg insurance, energy and professional services). The risk is that the Council will fail to secure efficiencies, increase income or manage spend adequately leading to a loss of future capacity to re-invest in the business/community services NOTE this risk previously made specific reference to the Guildhall project and last year likelihood was accordingly reduced from 4 to 3. However, in light of prospective LGR, inflationary pressures and challenged commercial income streams the Council may	3	3	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 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	Ongoing	Ongoing	TC/MT
					In place	“””	
					Started	Ongoing	
						Ongoing	
						ongoing	



Risk No	Risk Details	Risk Matrix		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity out of 5	Likelihood out of 5				
	wish to consider whether likelihood or severity remain as listed.						
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 appreciably impacted by the need for an organisational property management plan and improved inspection/monitoring arrangements. No change in rating recommended, however Energy performance requirements provide additional pressure, as does Museum dry rot.</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> <p>Mitigation (repair/maintenance only)– improving reserve levels</p>	Started	ongoing	<p>MT</p> <p>GM (maint'ce plan)</p> <p>MT</p> <p>GM (orgn'l HS arrangements)</p>



C3	<p>Partnership Working Effectiveness</p> <p>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 (see also C6). The potential uncertainty associated with principal authority partners and their outlook to LGR on the community level has the potential to impact this risk.</p>	4	3	<p>Control: Key Partnerships under review through Service Plans</p> <p>Control: Performance management and monitoring</p> <p>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>Mitigation – dialogue is being sought with principal authority partners alongside inter/intra authority collaborative working.</p> <p>Control – if/as LGR projects proceed extensive arrangements for due diligence will be required.</p>	Under way	ongoing	Council/ TC/GM
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Risk No	Risk Details	Risk Matrix		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity out of 5	Likelihood out of 5				
C4	<p>Resourcing Capacity and Capability/Corporate Leadership</p> <p>The risk is that the required corporate management arrangements to deliver the service improvements needed will not be established to enable effective delivery to be achieved.</p> <p>The risk is that the Council(lors) and staff lack the skills and/or capacity to deliver business as usual, organisational transformation and the modernisation agenda for local government resulting in customer and community needs not being met.</p> <p>NOTE last year it was reported (scoring 4x4) 'this risk scoring is reduced on severity, if/as legacy issues are addressed the factors can be reviewed (down)'. With the conclusion of some key and higher risk workstreams severity was then reduced to 3.</p>	3	4	<p>Control: Service Planning</p> <p>Control: Performance management and monitoring</p> <p>Mitigation: Member review of the Councils work programme.</p> <p>Mitigation: service planning and development of core training programmes.</p> <p>Succession planning and measures to co-ordinate resources in linked areas of activity.</p> <p>Control: Regular Performance meetings focusing on Performance Management</p> <p>Mitigation: Management Development Programme emerging.</p> <p>Mitigation: Training and networking opportunities to be provided to Councillors</p> <p>Mitigation – using a range of mediums to engage, recruit, contract or otherwise try and secure staff type resource.</p>	ongoing	ongoing	Council/ MT



C5	<p>Health and Safety of Employees, Customers and Service Users</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. Also the risk that customers accessing services may be impacted detrimentally. 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 can lead to 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 but should be revisited after the results of the external review of organisational H&S arrangements by an independent H&S assessor commissioned by the General Manager become available. That report has been delayed by other work. Pending that no adjustments down are recommended. There remains the possibility of an uprating in terms of likelihood.</p>	4	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</p> <p>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 No changes were previously recommended reflecting the challenging nature of previous matters arising as between this authority and the highway authority. The risk level was also previously impacted by planning matters locally. Last year a suggestion was a review down – potentially for both likelihood and severity be considered (from 4 to 3) and that has now been proposed. See also C3</p>	3	3	Mitigation: with political effort a remedial programme required to repair & rebuild trust and damaged relationships.	Immediate	ongoing	Council



Risk No	Risk Details	Risk Matrix		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity out of 5	Likelihood out of 5				
C7	<p>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, backlogs and associated pressures on capacity. However, some improvements have arisen from temporary staffing resource in the Works Dep't.</p>	4	4	<p>Mitigation: service planning</p> <p>Mitigation: risk register</p> <p>Mitigation: Integrated reporting is developing at the corporate level and challenge at MT will improve</p> <p>Mitigation: Strategic Plan review</p> <p>Mitigation: Training to be provided to MT and training opportunities made available to councillors</p> <p>Mitigation – some additional temporary resource to Wks Dept.</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</p> <ul style="list-style-type: none"> - neglect or failure to put in place adequate financial planning/service funding arrangements; - 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 last year reflected most especially the pressure upon revenue reserves and challenges in replacing associated income streams. With positive progress regarding measures to rebuild some reserves, and subject to no new major calls on same, the risk scoring was reduced in severity then in severity from 4 to 3</p>	3	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	



Tavistock Town Council

Working for the local community
