



## **CORPORATE SERVICES**

**Council Corporate Services Improvement Plan 2026-27**

**COMMUNITY**



**DEMOCRACY**



**ECONOMY**



**ENVIRONMENT**





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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.

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) or other documents such as a Community Economic Plan. The primary purpose of the 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, values 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 as included in the higher Council Plan, and necessarily 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 and other activities and goals are identified, prioritised, resourced and delivered. They sit above and take precedence over other service plans and organisational documents and reflect agreed direction of organisational 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 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 alongside ongoing maintenance and repair;
  - managing and supporting community expectations in a time of wider and sometimes dynamic change and economic challenge.

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 which is now imminent. 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 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 (and its dependence on same).
- ii. 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 mitigation of third party initiatives otherwise damaging to the community.
  - iii. The resourcing, development and delivery of/adherence to effective neighbourhood, strategic, town and service planning arrangements. This also currently may be impacted by the outcome of the LGR bidding process regarding neighbourhood governance and/or recent changes to the national planning policy framework and associated impacts on local and related plans/governance.
  - iv. 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.
  - v. Supporting and developing the current and next 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).
  - vi. the further development of a new sustainable themed market use and related offer for the Butchers Hall.
  - vii. The equitable rationalisation of long term public lease arrangements.
- d. It is acknowledged that, having deployed effort and resource for a prolonged period toward high value town regeneration and community projects 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 previously 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 available where necessary). Where temporary extra resources had been made available in out services (since recently made permanent) progress has been positive. However, the risk of



failure in remaining un-resourced areas and associated financial/reputational/other damage will only grow with the passage of time 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, but include many others:-

- 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.

<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Funding Gap – Ongoing</b> , 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 £500,000 unallocated)	July 2020	(Capital Reserves) Target was 2025 -2026 (not achieved) Revised suggestion by 2030	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><i>Please be advised that, as reported previously the rebuilding of an unallocated capital reserve to address unforeseen contingencies arising in the Councils extensive asset base has not yet been possible. <u>The original 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.</i></p> <p><i>NOTE the Council may not lawfully incur a deficit (ie allow expenditure to exceed income and reserves).</i></p> <p><i>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 the anticipated ongoing unbudgeted impact of various service price increases and inflationary pressures. Accordingly significant control will be needed around whether to proceed with projects and, if so, at what cost.</i></p>						
<p><b>Public Conveniences</b> – assuming responsibility from WDBC (Guildhall PC facilities) for operation, management and maintenance.</p> <p><i>NOTE previously a localism project (as was the Guildhall Gateway Centre)</i></p>	To take on Guildhall Public Conveniences in due course	under way	imminent in 2026-2027	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: <b>Regulatory and Compliance</b>	to put in place arrangements to address backlogs in this area and introduce resilient future operating arrangements.	Summer 2024	resource recently agreed and now in situ for out - services.	C/TC/GM	TBD	Potentially all, but in particular D
<i>NOTE the Council had put in place, on a temporary basis, additional resource to support various out-services in this area which were recently made permanent. Progress where that has been available has been positive. Central services continue to require attention.</i>						
<b>Planning for the Future</b> – following the adoption of the NDP and also subsequent Government changes in the planning arena, to consider whether or not (and if so how) to review the Neighbourhood Plan  Note the NDP itself was originally a localism project	Fit for purpose Neighbourhood plan	Spring 2026	Anticipated 1.5-3 years from any decision to proceed if made	Community led + Member support	Subject to review by DML & Council	D1, D3, C1 En1, En6,



<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
Townscape Heritage Initiative Scheme (THI) - <b>Accountable Body role</b> (Legacy obligations) (Now drawing toward conclusion)	Ongoing obligations regarding scheme monitoring and compliance	2018-21 (various)	10 years from each project &/or Scheme completion	TC	Y	D1,2,C1,3 En1, 2, Ec1,2,4
<b>Localism Project(s)</b> (tbi ad hoc – standing project head) - Identify, develop and undertake one or more 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><b>Working together in the Interests of Tavistock</b> (closely related to the above (tbi – standing project head))</p> <p><i>Note: this project may now be construed to include accommodating the impacts of local government reorganisation and, where possible, a partnership based approach to the protection of assets and services valued by the Community. Notwithstanding the unwillingness of the District authority to engage positively at this time with the Council a localism EMR has been reactivated as endorsed last year to begin the process of forward planning. Whilst specific impacts are not yet predictable with accuracy this is potentially the single most significant Council workstream when viewed over the medium term timeframe. LGR experience elsewhere indicates cost bearing impacts are likely inevitable and strongly mitigates in favour of preparedness in advance so as to be better placed to support communities when change does occur. BID Co collaboration is appreciably dependent on the outcome of the renewal ballot.</i></p>	<p>Co-ordinated approach in delivery of local authority services/ activities. Previously reviewed the possibility of co-location with WDBC Also the longstanding ‘working together in the interests of Tavistock’ grouping Also supporting &amp; collaborating with the BID Co</p>	<p>Ongoing (but reducing input from some partners)</p>	<p>n/a</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
<p>Development and introduction of <b>Property Maintenance Plan</b></p> <p><i>Note:</i>            - this is a longstanding goal for the works department to increase efficiency, provide managed repair/maintenance and reduce risk.            - the General Manager is presently developing a complementary document to enable consideration of how best various property management issues can be developed.</p>	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
<p><b>Market Test</b> exercise regarding <b>Surveyor Services</b></p> <p><i>NOTE in the interests of probity this will be undertaken after completion of the residual work associated with a legacy issue.</i></p>	Review service and test market	2025	2026-27	TC/ATTC	Y	C5, En2, Ec 5
<p><b>Updating of records and publication requirements</b></p>	To hold necessary records and documents in the recommended format	Under way	ongoing	OFM/TC Note - also applies to Community Services	N/A	Ec 4
<p><i>NOTE some limited aspects of this are now being picked up</i></p>						



<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Long Leases (public)</b>	to rationalise public long leases in the interests of the Town	Sept 2015	Some complete. Subject to negotiations - ongoing	TC	Y	Ec 4
<b>Long leases (private)</b> <i>NOTE last year it was reported 'this is substantially complete and is proposed to be removed after completion of residual work associated with a legacy issue'. That continues to be the case</i>	to settle &/or rationalise private long leases	Sept 2015	Subject to negotiations & proceedings est'd 2024/25 dependent on actions required. Revised to 2025-26	TC/C	Y	Ec 4, Ec5, Ec6



<b>Projects/Tasks</b>	<b>Target</b>	<b>Estimated Start Date</b>	<b>Estimated Completion Date</b>	<b>Responsible Officer</b>	<b>Approval Status (Committee Yes/No)</b>	<b>Link to Council Priorities</b>
<b>Energy Performance Certificates &amp; consequential matters</b> <i>NOTE EPC's and DPC's for Council premises are substantially complete so this project has been amended from commissioning same to consequential works, a preliminary annual allocation of budget is being made</i>	To deliver energy improvements for applicable Council premises and associated arrangements appropriate to comply with statutory requirements for a) residential, b) commercial.	May 2023	To statutory timeframes (variable) est 2030	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
<b>Martyn's Law (Protect Duty)</b> <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 significant 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 <a href="https://homeofficemedia.blog.gov.uk/2025/04/03/martyns-law-factsheet/">https://homeofficemedia.blog.gov.uk/2025/04/03/martyns-law-factsheet/</a> 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
<b>Medium Term Financial Strategy</b> NOTE this will follow on when there is a better understanding of the medium term direction of travel for inflation and the economy alongside any range of potential LGR impacts. It is also contingent in appreciable part on the proposed Property Maintenance Plan (above).	Develop a Medium Term Financial Strategy	Spring 2025	Date tbd (see note)	TC	Y	All
<b>Grant assisted Capital Projects</b> 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
<b>New Council – Pre-Candidature, Induction and Onboarding</b> Preparation for and support of the new Council (currently scheduled May 2027)	To prepare for and support the 2027-2031 Councillor Cohort	January 2027	June 2027	TC/OFM	TBC	All
<b>Tavistock Town Council Strategic Plan Review</b> To review the Strategic Plan for the Council, develop and agree the Plan for the period 2027-2031 (or 2027-2032).	Fit for purpose strategic planning arrangements	Q2 2027	Q1/2 2028	TC	TBC	All



Projects/Tasks	Target	Estimated Start Date	Estimated Completion Date	Responsible Officer	Approval Status (Committee Yes/No)	Link to Council Priorities
<p><b>Tavistock Community Economic Plan</b> Working with the Borough Council, as authority with responsibilities for Economic Development, to develop an economic plan for the Town.</p> <p>Note: slippage has occurred on the start date which is dependent for initiation on partner body.</p>	To support, plan and prepare for how best to support and grow the local economy.	Nov 2025	Dec 2026	Member led initially	Y	Ec1-2 & 4
<p><b>Civic</b> and special events (inc Civic Service and Civic Ball)</p>	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	OFM (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 and explore options	May 2025	July 2026	GM	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 after the 20<sup>th</sup> anniversary of inscription has concluded (end 2026).</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	2026	C/GM	Y	C1, C5En1 En2, Ec2, Ec3



## 2 Consultation Plan

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

<b>Description</b>	<b>Method &amp; Style of Consultation to be employed</b>	<b>Date</b>
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 Review	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 2024-25	Target 2025-26	Actual 2025-26	Target 2026-27	Comments
<b>Prop's –</b> No of Properties void for more than 3 months	L	TC	4	0	3	0	2 residential (Mkt Rd) properties 1 commercial property (Duke Street)
<b>Staff (1)</b> Average No of days sickness taken by staff	C	MT	3.71	7.5 max threshold	9.54	7.5 max threshold	Material deterioration - substantially due to one long term absence
<b>Councillors –</b> % Members of Council who have attended 3 or more 1 <sup>st</sup> tier training events in yr 1 (post election) and 2 in each year thereafter.	L	TC	35%	100%	5.88%	100%	This represents an overall indicator of training take up/ commitment in relation to the local council sector by elected members. One Member (who attended 6) attended three or more
<b>Finance</b> % of non disputed invoices paid within 30 days <b>NEW</b>	KPI	MT	New	100%	100%	100%	To comply with Council payment policy and sector practice



Description	Type (KPI, C or Local)	Responsible Officer	Actual 2024-25	Target 2025-26	Actual 2025-26	Target 2026-27	Comments
<b>Audit</b> – % of Internal Audit recommendations implemented within 6 months of due date	L	MT	100%	100%	72%	100%	Note some audit issues may be picked up at particular junctures. Standing Order review outstanding
<b>Complaints</b> – % formal complaints concluded within policy time	L	MT	100%	100%	50%	100%	2 formal complaints received One remains outstanding
<b>H&amp;S</b> – % 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 – 2026-27 ONWARDS

<b>Description</b>	<b>Expected Efficiency Gains</b>
<i>Describe measures, explain any calculations and indicate if "cashable".</i>	<b>2026-27</b>
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 for some time and continues with some vacancies at the time of publication.	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	<p><b>Increasing Costs and Reductions in Income</b></p> <p>The risk is that costs will continue to increase, income will reduce and service demands will increase resulting in the Council not being able to meet its commitments, or having to cut significant service areas. This includes the possibility that government introduces precept capping</p> <p>In particular there is a risk that challenged commercial income streams, cost overruns on capital works, unfunded LGR impacts, or Guildhall public conveniences could materially increase the capacity &amp;/or financial revenue liabilities faced by the Council over the long term together with persisting inflationary pressures under certain cost heads.</p> <p>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</p>	3	3	<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>Mitigation: disciplined approach to reinstating reserves and only incurring funded costs. Loan to be secured.</p> <p>Mitigation – mitigation strategy in place, additional grant funding sought.</p> <p>Control: Budget management and monthly reporting / escalation and management response.</p> <p>Revised operational areas oversight arrangements.</p> <p>Individual project management &amp; delivery plans</p>	<p>Ongoing</p> <p>In place</p> <p>Started</p>	<p>Ongoing</p> <p>''''</p> <p>Ongoing</p> <p>Ongoing</p> <p>ongoing</p>	<p>TC/MT</p>
C2	<p><b>Infrastructure Maintenance</b></p>	4	3	<p>Control: improving Asset Management Planning</p>	<p>Started</p>		<p>MT</p>



Risk No	Risk Details	Risk Matrix		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity out of 5	Likelihood out of 5				
	<p>The risk is that the Council will not prioritise spending/attract core funding so as to maintain standards of infrastructure and assets long term, resulting in sub optimal asset condition and usage, increased exposure to claims, danger of injury and additional cost.</p> <p>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 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 condition. Lack of a 'free' capital maintenance reserve impacts severity.</p>			<p>(includes management plans), including contracting arrangements Mitigation: Property maintenance plan (in development by General Manager) Mitigation: Council Business Planning Mitigation – consultation with tenants/stakeholders throughout and taking of professional advice. Mitigation (repair/maintenance only)– improving reserve levels</p>		ongoing	<p>GM (maint'ce plan) MT GM (orgn'l HS arrangements)</p>



C3	<p><b>Partnership Working Effectiveness</b> The risk is that the changes required to enable the Council to work effectively and in an open and honest way with its Partners will not be identified and delivered resulting in partnership commitments not being achieved and sub-optimisation of service delivery. Accelerated timescales for integration/collaboration could risk effective joint working between partners and the central importance of professional relationships based on confidence, mutual trust and respect needs to be recognised.</p> <p>NOTE (see also C6). The potential uncertainty associated with principal authority partners , in particular the position of the district authority alongside its outlook to LGR on the community level, has led to the re-rating of likelihood.</p>	4	4 (3)	<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. Mitigation – dialogue is being sought with principal authority partners alongside inter/intra authority collaborative working. 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><b>Resourcing Capacity and Capability/Corporate Leadership</b></p> <p>The risk is that the required corporate management arrangements to deliver the service improvements needed, including Member/Officer succession planning, will not be established so as 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>	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><b>Health and Safety of Employees, Customers and Service Users</b>          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:          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 can lead to civil claims, leading to financial exposure.          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&amp;S arrangements by an independent H&amp;S assessor commissioned by the General Manager become available in due course. Pending that no adjustments 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.          Mitigation: Appropriate H&amp;S Policies and Guidance on line, supported by free in-house training          Mitigation: performance management reporting          Mitigation policies still under review by GM.          Mitigation: Introduction of new/improved inspection processes as part of the property management plan          Mitigation: Training events for staff          Mitigation – new slips/trips/falls register          Control – re-engagement of external H&amp;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><b>Effectiveness of Communication</b> 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 see also C3 which has led to a proposed increase in both risk and severity from 3 to 4</p>	4 (3)	4 (3)	Mitigation: with political effort a remedial programme required to repair & rebuild trust and in places, difficult relationships.	ongoing	ongoing	Council



Risk No	Risk Details	Risk Matrix		Action Details	Est'd Start Date	Est'd Finish Date	Responsible Officer
		Severity out of 5	Likelihood out of 5				
C7	<p><b>Performance and Risk Management</b></p> <p>The risk is that the Council will fail to improve its performance, compliance and risk management arrangements resulting in an inability to recognise and correct poor performance, breach of duty and/or a failure to demonstrate improvement or provide/sustain robust governance arrangements.</p> <p>The risk is that the Council will lose focus on effective performance, probity and risk management resulting in a decline in the quality of service delivery and/or failure to protect the Council and its resources.</p> <p>NOTE the scoring for this risk reflects continuing limited resources, backlogs and associated pressures on capacity. However, some improvements have arisen from additional staffing resource in the Works Dep't which has led to a suggested possible reduction in likelihood from 4 to 3. However it is recognised that may be borderline and further adjustment is unlikely in the absence of measures to mitigate in the areas of central/corporate services.</p>	4	3 (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 –additional resource to Wks Dept.</p>	Commenced	ongoing	MT/Council



C8	<p><b>Safeguarding Resources &amp; Capacity</b>          The risk is that the Council will fail to safeguard resources such as through          -neglect or failure to put in place adequate financial planning/service funding arrangements;          - financial overreach;          - unrealistic projections leading to financial or other loss</p> <p>And/or the Council will fail to recognise the extent of demands placed upon the organisation to deliver major projects/initiatives alongside 'business as usual' leading to failures to deliver &amp;/or demands on organisational capacity will not be adequately resourced leading to loss.</p>	3	3	<p>Mitigation: Financial regulations/ standing orders updated regularly re model templates          Mitigation -Strategic Plan refers to financial probity          Mitigation: Council insurance policy in place          Mitigation: Annual external audit          Internal Auditor appointed &amp; Mitigation: regular review of financial probity          Mitigation: External local authority specialist accountancy practice engaged          Mitigation: Appropriate financial software packages in place          Mitigation: Regular financial reporting to every Council meeting          Mitigation: Disciplined approach to replenishing reserves and only committing to funded spend          Mitigation: a realistic approach combined with appropriate project planning          Mitigation: Appropriate phasing of activities linked to skills sets/resources          Mitigation: buying in of necessary skills/resources          Mitigation: increasing staffing and other resources where necessary.</p>	ongoing	N/A	Council/RFO
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**Risk Evaluation Table** (used to complete Severity and Likelihood columns above)

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



# Tavistock Town Council

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