Recommendation number	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date
KR = key				
recommendation				
KR1. (page 2, recommendation 1)	Build upon your effective and well-embedded budget planning arrangements into the future by ensuring that you: -	The MTFS recognises the likely withdrawal of NHB from the next financial year.	Head of Finance and Asset Management	Completed.
	 Take appropriate steps to minimise reliance on New Homes Bonus (NHB) as a means of sustaining the base revenue requirements of the organisation. Prepare for possible changes to commercial investment regulatory framework through detailed scenario planning. (incl. continued and possible widened use of Transform Working Craus would support greater.) 	Information is currently being gathered to allow Transform Working Group to understand the scale of the deficit that this will cause and the choices that will need to be made between services and council priorities, if the full effects of the withdrawal are felt. Recommendations from the working group will be made to the appropriate decision making body.		December 2021
(page 8, para 3)	Transform Working Group would support greater organisational input into defining future plans and in doing so, ensure the financial landscape is understood by all members and officers). And; The Garden Town Programme represents major investment in and by the borough council, but successful delivery is dependent on Homes England	Detailed scenario planning regarding the regulatory framework is not possible at the current time and our central understanding of the position will be fed into financial planning until the position is either clear or resources are free to undertake scenario analysis.		April 2021
(page 9, para 3)	funding of around £8.1 million and this is a risk to the council. Enhanced planning around alternative options – and likely impact – should these funds not materialise in part or in full would enhance financial and risk.	TWG will be used to review the gap between cost and resource and make recommendations on the changes necessary to ensure the council remains financially sustainable.		December 2021
		In addition, the MTFS will become a biannual exercise to increase member understanding and awareness of the financial challenges facing the Council.		July 2021

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		The council is dependent on the funding being secured in order to deliver the bridge. Given the MTFS deficit, it is not possible to add to this to in order to self fund the bridge. All resources will be focussed on ensuring the funding is available and drawn down. It is expected that a first draw could take place by December 2020.		March 2022
KR2. (page 2, recommendation 2)	Create the necessary senior leadership resilience, focus on prioritisation and overall resource requirements within the organisation going forward so that so that the council is on as sound a footing as possible to continue to meet the challenges facing the sector. As part of this: - - Clarify roles and responsibilities of Corporate Leadership Team (CLT) and Management Team in order, ensuring that opportunities for senior officers to contribute and influence are well understood; - Build on partnership and shared service delivery strengths to cement your 'place leadership' role and from this explore further opportunities as to how these arrangements will help build capacity (see also page 10) - Build on existing corporate project evaluation mechanisms to develop a clear process for prioritisation and changing resource requirements ('prioritise the	This recommendation was pre-covid and therefore the financial and resource challenge is more significant than at the time of the LGA report and even then there was a large degree of uncertainty in relation to Local Government finances. Actions currently being undertaken around prioritisation and resources with regards to the current challenge (if and when the council is the other side of Covid then further prioritisation, resource and senior leadership resilience will need to be looked at) include: - Heads of Service prioritising their work streams to identify what could be deferred including project related work Update on capacity list to identify any potential spare capacity	Corporate Management Team	March 2021

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(page 6, para 2)	priorities – see page 10) (incl. thought be given to succession planning to fulfil the council's leadership responsibilities re: city region, midlands connecting corridor)	 Recovery fund has been approved that could be used for additional resources. Clarity of roles and responsibilities will be re-affirmed as part of the interim arrangements to cover the Deputy CEO role. 		
KR3. (page 2, recommendation 3) (page 6, para 7)	Consider ways and approaches to promote the 'Tewkesbury Brand' more effectively as part of your successful leadership of place approach. (incl. more proactive approach to external comms)	Branding, particularly around the Garden Town project will be considered moving forward. An additional communication's officer has been recruited to give additional resilience to corporate	Head of Development/ Garden Town Programme Director/Head of Corporate Services	Spring 2021
WD.4	,	communications.		0 : 0004
KR4. (page 2, recommendation 4)	Agree how you can proactively move the Garden Town delivery programme to the next phase by establishing/ developing stakeholder governance and engagement structures and processes.	TGT team are working with ARUP to develop the governance and are working to establish governance structures for the program.	Garden Town Programme Director	Spring 2021
(page 6, para 6)	(incl. community liaison and engaging with members at the earliest opportunity) and;	The TGT team meet regularly with Northway and ARPC and Member Reference Panel to engage them with the work being carried out and		Spring 2021
(page 9, para 7)	(the council would benefit from taking time to map in more detail the likely organisational resource implications of the Garden Towns across their projected delivery timescales)	this will be continued. A terms of reference are being created to support the group. There will also be full member briefings to ensure all members are kept up to date with rele-		

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recommendation				
		vant work.		
		The TGT are currently recruiting a Place Manage which will focus on developing the "place" aspect of the Garden Town. Along with discussions with finance regarding for funding for wider Garden Town support.		Spring 2021
KR5. (page 2, recommendation 5)	Building upon your existing sound governance arrangements review both: - - the timings of key meetings so that all members can contribute effectively - the length/ style of member reports so they more effectively inform and enable better decision making.	The Council determines the Schedule of Meetings, including the time those meetings commence. Individual Committees are always free to review and revise start times and any changes are made in consultation with the Chair and Lead Member as appropriate. Similarly,	Head of Democratic Services	Current practice, no change is anticipated.
(page 8, para 3)	(incl. greater use of technology to promote virtual engagement.)	Working Groups, Ad-Hoc meetings, seminars etc. are set in consultation with the appropriate Lead Member and take place at a variety of times in the morning, afternoon and evening to cater for all Members.		

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		A review of the report format is in the Democratic Services Work Programme but due to other commitments it is not anticipated that this will be complete until the end of next year.		March 2022.
		All the Council's meetings are currently held virtually and the use of new technology has been embraced by Members.		Current Practice.
KR6. (page 6, para 3)	Building on the knowledge and expertise developed through the Growth Hub, the council may wish to consider slightly redefining its support for local business growth – moving more towards an enabling role rather than delivery. This will help manage resource requirements whilst wishing to maintain a strong economic development focus.	Consideration will be given to the recommendation. This needs to be balanced with the contractual obligation the council has with the Local Enterprise Partnership regards to the running of the Growth Hub. This will be looked at as part of the development of the new Economic Development and Tourism Strategy.	Head of Development	Jun 2021
KR7. (page 8, para 2)	Opportunities exist to strengthen the role of Scrutiny in pre-decision and policy development work	The Overview and Scrutiny Committee receives the Executive Committee Forward Plan at each of its meetings and has been particularly keen to ensure the document is well populated. The Committee also considers its own Work Programme at each meeting and conducts an annual review of policies to ascertain whether they	Head of Corporate Services/Head of Democratic Services	March 2021

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KR8. (page 10, para 6)	Look at innovative recruitment initiatives, particularly around Planning and One Legal services	require review and what, if any, the Committee's role is in that review. Progress on projects are reviewed as part of the performance tracker and any requiring further scrutiny are highlighted by Members for further work to be undertaken. The Council and the Executive Committee also refer matters directly to the Overview and Scrutiny Committee for further work to be undertaken. A session with the committee will be held to obtain their views on how to maximise the value of O&S. We are in the process of procuring and installing a new system for recruitment which will make our 'front-face' much more attractive and modern to prospective applicants. This should be in place by Spring 2021. Also more broadly we are building a 'total rewards' offer to sell the considerable benefits of working for our Council.	Head of Corporate Services/Head of Development/ Borough Solicitor	Spring 2021
		We will be joining new national initiatives to recruit those who previously were employed in Legal, Planning, and ICT, but have taken time out (to look after children for		November 2020

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		example).		
KR9. (page 11, para 1)	Consider the undertaking of a comprehensive and regular resident's survey.	By the end of the financial year the Corporate Services Team will consider the options and engage Member's appropriately. This could include: - the undertaking internally of a snapshot survey (using Borough News and online) - commissioning externally a statistically weighted snapshot survey - an ongoing survey through the website and hardcopy forms.	Head of Corporate Services	March 2021