

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
	<p>- Prepare for possible changes to commercial investment regulatory framework through detailed scenario planning.</p> <p>(incl. continued and possible widened use of 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;</p> <p>The Garden Town Programme represents major investment in and by the borough council, but successful delivery is dependent on Homes England funding of around £8.1 million and this is a risk to the council. Enhanced planning around alternative options – and likely</p>	<p>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. In addition, the MTFS will become a biannual exercise to increase member understanding and awareness of the financial challenges facing the Council.</p> <p>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</p>		<p>Complete</p> <p>December 2021</p> <p>Completed</p>	<p>No further commercial property purchases are planned and we are now in a phase of managing the existing portfolio. The council will be complying with the regulatory framework around borrowing for commercial investment.</p> <p>Opportunities for briefing TWG on emerging issues which will have a transformative or financial impact as well as a service delivery impact will be considered. Future agendas could include details around the Environment and the Planning Bills and their impact on the organisation.</p> <p>Agreements are in place with Homes England for the delivery of the bridge and quarterly draw downs of funding are taking place.</p>

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	<p>help build capacity (see also page 10)</p> <ul style="list-style-type: none"> - Build on existing corporate project evaluation mechanisms to develop a clear process for prioritisation and changing resource requirements ('prioritise the priorities – see page 10) <p>(incl. thought be given to succession planning to fulfil the council's leadership responsibilities re: city region, midlands connecting corridor)</p>	<ul style="list-style-type: none"> - 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. 			<p>agreed arrangements would be reviewed after six months.</p> <p>Once the council is well on its recovery journey then the medium term aspects of the recommendation can be considered, for example senior leadership resilience, partnerships, 'prioritising the priorities'</p>
<p>KR3. (page 2, recommendation 3) (page 6, para 7)</p>	<p>Consider ways and approaches to promote the 'Tewkesbury Brand' more effectively as part of your successful leadership of place approach.</p> <p>(incl. more proactive approach to external comms)</p>	<p>Branding, particularly around the Garden Town project will be considered moving forward.</p> <p>An additional communication's officer has been recruited to give additional resilience to corporate communications.</p>	<p>Head of Development/Garden Town Programme Director/Head of Corporate Services</p>	<p>Spring 2021 December 2021</p>	<p>☹️</p> <p>Tewkesbury Garden Town have branding as part of the thinking place commission which is complete. (This is different to the Tewkesbury branding).</p> <p>The TGT team are now considering further support to agree a complete marketing/comms programme to proactively promote the benefits of the garden town.</p>

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<p>KR4.</p> <p>(page 2, recommendation 4)</p> <p>(page 6, para 6)</p> <p>(page 9, para 7)</p>	<p>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.</p> <p>(incl. community liaison and engaging with members at the earliest opportunity) and;</p> <p>(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)</p>	<p>TGT team are working with ARUP to develop the governance and are working to establish governance structures for the program.</p> <p>The TGT team meet regularly with Northway and ARPC and Member Reference Panel to engage them with the work being carried out and 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 relevant work.</p> <p>The TGT are currently recruiting a Place Manager 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.</p>	<p>Garden Town Programme Director</p>	<p>Spring 2021</p> <p>Spring 2021</p> <p>Spring 2021</p>	<p>Complete</p> <p>A governance structure has been agreed by Council and is now being implemented. his updated governance structure includes a member liaison group and distinct engagement with community and business. (Business and community panel). Resourcing is under review as funding becomes available.</p>

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<p>KR5.</p> <p>(page 2, recommendation 5)</p> <p>(page 8, para 3)</p>	<p>Building upon your existing sound governance arrangements review both: -</p> <ul style="list-style-type: none"> - 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. <p>(incl. greater use of technology to promote virtual engagement.)</p>	<p>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, 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.</p> <p>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.</p> <p>All the Council's meetings are currently held virtually and the use of new technology has been embraced by Members.</p>	<p>Head of Democratic Services</p>	<p>Current practice, no change is anticipated.</p> <p>March 2022.</p> <p>Current Practice.</p> <p>December 2021</p>	<p>Not applicable.</p> <p>Not yet commenced.</p> <p>☺</p> <p>Members have embraced the use of technology and have successfully participated in 90+ virtual committee/council/working groups during 2020/21. There is also an appetite amongst a number of Members to continue using this technology for less</p>

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					<p>formal meetings such as lead member briefings.</p> <p>As we move back to meetings in person consideration is being given to webcasting meetings. Currently legislation does not allow for the continuance of remote, including hybrid, meetings.</p>
<p>6. (page 6, para 3)</p>	<p>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.</p>	<p>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.</p>	<p>Head of Development</p>	<p>Jun-2021 June 2022</p>	<p>Deferred.</p> <p>This recommendation has been impacted by Covid-19. The Growth Hub Team have been working virtually since March 2020 to support the business community who have been impacted significantly by the pandemic. As reported to O&S committee in November, the current strategy will now run until 2022. A new strategy will start to be developed later this year.</p>
<p>7. (page 8, para 2)</p>	<p>Opportunities exist to strengthen the role of Scrutiny in pre-decision and policy development work</p>	<p>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</p>	<p>Head of Corporate Services/Head of Democratic Services</p>	<p>March 2021 December 2021</p>	<p>Deferred.</p> <p>It is anticipated that as meetings start to return to normal a session will take place before the end of the year (Dec 2021) which will include identification of any further development needs that the Committee would find helpful.</p>

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		<p>Programme at each meeting and conducts an annual review of policies to ascertain whether they 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.</p>			<p>During the course of the year the committee have received reports on new or updated policies and strategies such as corporate enforcement policy, customer care strategy, complaints policy.</p>
<p>8. (page 10, para 6)</p>	<p>Look at innovative recruitment initiatives, particularly around Planning and One Legal services</p>	<p>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.</p>	<p>Head of Corporate Services/Head of Development/Borough Solicitor</p>	<p>Spring 2021 September 2021</p>	<p>😊 This work is well underway with a 'go-live' date of the end of June 2021. A new microsite for recruitment is being designed to showcase our council as a great place to work. An end-to-end recruitment system has been purchased to modernise and make more effective our recruitment process.</p>

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		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 example).		November 2020	<p>In respect of 'total rewards', the Agile Working policy has been completed and will be highlighted alongside training and development opportunities on the new recruitment microsite. Plans for salary sacrifice initiatives such as cars and bikes have been delayed by Covid – these have been included within the service plan for this year.</p> <p>The council has registered for these returners initiatives and communicated to candidates via the portal regarding opportunities. However, to date this has been of limited value as many of those who have registered are London-based.</p>
9. (page 11, para 1)	Consider the undertaking of a comprehensive and regular resident's survey.	<p>By the end of the financial year the Corporate Services Team will consider the options and engage Member's appropriately. This could include:</p> <ul style="list-style-type: none"> - 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 2024 January 2022	<p>😊 The favoured option is to commission a statistically weighted snapshot survey and centre the questions around a good practice framework advocated by the LGA. It is not proposed to undertake the survey until the autumn. An earmarked reserve has been requested to fund the survey.</p>