

## Appendix 1 – Gateway Review

All recommendations are taken verbatim from the original Cratus report and are shown in Italics below.	
<p><b>Recommendation 1</b></p> <p>Progress</p>	<p><i>Publish (internally and externally) a clear and tangible timeline for the development of the new JCS. Ensure that the JCS is delivered in line with this timeline, and any exceptions communicated to stakeholders internally and externally. In the meantime, ensure that the Strategic Framework is progressed quickly and is communicated internally and externally.</i></p> <p>Detailed project plan has now been produced via a project management software.</p>
<p><b>Recommendation 2</b></p> <p>Progress</p>	<p><i>Fill vacant positions of Executive Director, Head of Planning and Planning Policy Manager as quickly as possible, using interim skills if necessary.</i></p> <p><i>Consider using interim skills to fill vacant positions if permanent solutions cannot be found quickly.</i></p> <p>Achieved – Executive Director recruited with interim cover in place. Interim cover for the Planning Policy Manager post has been extended to allow more time for recruitment.</p>
<p><b>Recommendation 3</b></p> <p>Progress</p>	<p><i>Take a 'back to basics' approach to the business case for the Development Corporation, ensuring that it fully aligns with the development of the local plan, is funded through the resource available for that work and properly programme managed in line with the overall project plan.</i></p> <p>Considered too early to progress – keep under review.</p>

<p><b>Recommendation 4</b></p> <p>Progress</p>	<p><i>Allocate core funding for the garden town team. Review all external funding received for the garden town team, how it has been spent, whether it has fulfilled funding conditions and whether this funding is at risk</i></p> <p>Documentation associated with the award of the £1.4m of capacity funding received to date has been reviewed and no risks have been identified. Funding has been delivered as a Section 31 grant with no conditions attached to the award. The funding simply needs to be used in the lawful activities of the Council.</p> <p>The Council will need to consider whether it can fund all or part of the garden town team’s annual activity as part of the forthcoming and future budget rounds in order to provide certainty to the programme. Given that anticipated annual expenditure for current and new activities could be circa £400,000 per annum and acknowledging the Council’s projected financial deficits within its Medium Term Financial Plan, it is unlikely that the Council will be able to fully fund the programme to the level required. It will therefore be necessary to continue to seek further capacity funding from the Department of Levelling Up, Housing and Communities/Homes England as well as financial support from key stakeholders,</p> <p>Ongoing certainty of funding is unlikely to be achieved and therefore the Council will need to consider setting aside a specific reserve to ‘cash flow’ the funding of the programme.</p>
<p><b>Recommendation 5</b></p> <p>Progress</p>	<p><i>Establish a work programme that is appropriate to supporting the Council's strategic objectives for the garden town. This is likely to require investment in specific programme management</i></p> <p>The programme plan golden thread /critical path is embedded within the programme management software.</p>
<p><b>Recommendation 6</b></p> <p>Progress</p>	<p><i>Appoint or recruit an individual, or engage a dedicated project management provider, to establish an appropriate work programme (recommendation 5)</i></p> <p>Project management software has been introduced as an interim measure, pending funding being available for dedicated resource.</p>

<p><b>Recommendation 7</b></p> <p>Progress</p>	<p><i>Integrate the garden town team back into the core functionality of the Council by implementing the new chief executive's plan to recruit an Executive Director of Place. In addition, consideration should be given to the creation of executive boards and/or steering groups with robust governance and terms reference.</i></p> <p>Achieved – Garden town team now reports to new Executive Director – Place post. See governance paper at Appendix 2</p>
<p><b>Recommendation 8</b></p> <p>Progress</p>	<p><i>Implement an ongoing review process to ensure that planning policy (JCS) (recommendation 1) and work programme (recommendation 5) remain linked and consistent.</i></p> <p>It is solely for the Council as Promoter of the garden town programme to ensure that this programme is aligned to the timeline for the development of the new Joint Strategic Plan. This alignment will be monitored through the programme's governance structure.</p>
<p><b>Recommendation 9</b></p> <p>Progress</p>	<p><i>Once a work programme has been established (recommendation 5), create personalised work programmes and performance management plans for all staff working on the garden town, linked to the key milestones</i></p> <p>Work in Progress, to be reported on a regular basis</p>
<p><b>Recommendation 10</b></p> <p>Progress</p>	<p><i>Use the work programme (recommendation 5) and associated milestone plan to develop an internal communications plan for all Council officers and members to foster a shared sense of purpose about the garden town.</i></p> <p>An internal communications plan has been produced to support a response to the review and will be developed and informed as the work programme evolve.</p>

<p><b>Recommendation 11</b></p> <p>Progress</p>	<p><i>Use the work programme (recommendation 5) and internal communications plan (recommendation 10) to invite contributions to the programme.</i></p> <p><i>Use workshops to build an understanding of the work programme and the expertise required to deliver it and invite officers and members to contribute to the programme and make improvement suggestions. This will create awareness and a sense of ownership of the programme throughout the Council.</i></p> <p>As per recommendation 10 and the Cratus engagement plan at appendix 3., this will take place over the next 10 weeks.</p>
<p><b>Recommendation 12</b></p> <p>Progress</p>	<p><i>Include a regular drumbeat of workshops and updates with all members in the internal communications plan (recommendation 10). Even if there are no updates this should be communicated with them</i></p> <p>As per recommendation 10 and the Cratus engagement plan at appendix 3, this will be developed over the next 10 weeks</p>
<p><b>Recommendation 13</b></p> <p>Progress</p>	<p><i>Adopt a 'back to basics' approach to external communications, starting with the creation of an identity for the garden town, rather than treating it as an extension of Tewkesbury. The naming of the new garden town could form the basis of a re-engagement programme with the community, and could include naming competitions with local schools.</i></p> <p>Best practice from other developments should be examined as part of this approach</p> <p>Cratus appointed to work with Council Officers to implement the engagement strategy – see plan and update – see appendix 3.</p>

<p><b>Recommendation 14</b></p> <p>Progress</p>	<p><i>Develop a clear external communication strategy for the garden town that is owned by the Council. This should contain both strategic objectives and deliverable plans, which are aligned to the work programme (recommendation 5) internal communications (recommendation 10) and community engagement strategy (see section 4.4.3)</i></p> <p>Cratus appointed to work with Council Officers to implement the engagement strategy – see plan and update in appendix 3. The external communication strategy will be informed by the engagement work and the work programme.</p>
<p><b>Recommendation 15</b></p> <p>Progress</p>	<p><i>Create an integrated stakeholder and community engagement plan, outlining both statutory and non-statutory engagement. This should be informed by the work programme (recommendation 5) and aligned with the internal and external communications plans (recommendations 10 and 14). It should include stakeholder maps and a tool (eg a RACI matrix) to ensure stakeholders are appropriately engaged. Use the new identity (recommendation 13) as an engagement hook to create real interest in the development and its benefits.</i></p> <p>Cratus appointed to work with council officers to implement the engagement strategy – see plan and update in appendix 3.</p>
<p><b>Recommendation 16</b></p> <p>Progress</p>	<p><i>Share the integrated stakeholder and community engagement strategy (recommendation 15) with developers and landowners who are bringing forward sites, parish Councils, community leaders and members.</i></p> <p>Cratus appointed to work with council officers to implement the engagement strategy – see plan and update</p>
<p><b>Recommendation 17</b></p> <p>Progress</p>	<p><i>Once the new identity for the garden town has been created (recommendation 13) create a new storybook that brings together the benefits and outcomes of engagement in one place and is aligned with the delivery programme (recommendation 5). This can be used as the basis of the next round of stakeholder and community engagement.</i></p> <p>The charter, as described in the covering report, will cover this recommendation.</p>