

Appendix 2

NEW GARDEN TOWN GOVERNANCE STRUCTURE

1. Introduction - Underpinning governance principles

1.1 The Council has three distinct roles in relation to the delivery of the Tewkesbury Garden Town (TGT): Promoter, Facilitator and as a Statutory Body (Planning Authority) (shown at Annex A). It is critical that that these different and defined roles are not only recognised but that arrangements are put in place to ensure that there is clear separation between these roles.

1.2 The proposed new governance structure relates to the Council's role as Promoter but members are asked to note that work that is being undertaken to ensure that there is a robust information barrier in place between the roles of Promoter and Statutory Body. The separation of responsibilities will also be reinforced through the development of a suite of governance templates which will be embedded during the initiation and implementation of the new governance structure.

2. New Governance Structure

2.1 The proposed new governance structure for the TGT is shown diagrammatically at Annex B. The updated governance structure seeks to implement best practice as well as addressing recommendations 3 and 7 in the Cratus Garden Town Gateway Review Report.

The structure will provide a robust framework to progress the Garden Town programme and adds clarity to the responsibility and accountability at every level. This structure should be considered to be the initial stage structure and that is considered to be robust for the stage at which the Garden Town programme is at as of the date of this report and provides a solid foundation which can be built upon. The structure will be regularly reviewed and amended to ensure that it remains fit for purpose as the TGT proposals develops.

3. Decision making

3.1 All decision-making powers remain with full Council subject to suitable delegations being given to the Executive Committee and/or the Senior Responsible Officer (SRO) to ensure that where necessary decisions are made in a timely manner and where changing circumstances required decisions these decisions can be taken expeditiously within pre-agreed parameters.

4. Project Management and Assurance

4.1 TGT Assurance Board

The structure will introduce the TGT Assurance Board which will ensure that the vision for the Garden Town is delivered effectively and efficiently. The Senior Responsible Owner (SRO) is responsible for providing approvals and decisions affecting the programme's progress and delivery throughout the programme. The board has a specific remit to set the direction for the programme, make recommendations to the Council and within delegations, provide authorisation to the Programme Lead to make the necessary decisions to effectively manage the programme on a day-to-day basis and oversee the overall progress of the programme. The SRO provides the Programme Lead with a set of necessary decisions. They determine how the project will proceed and overcome its challenges and take advantage of

opportunities. The Board will also be responsible for programme's risk register and business, user and technical assurance.

The Membership of this board will be comprised of:

- The Leader of the Council
- The Deputy Leader of the Council
- The Lead Member for Built Environment
- The Lead Member for Community
- 3 representatives from the Member Engagement Forum (to be nominated by the Member Engagement Forum)
- The Chief Executive (SRO)
- The Executive Director for Resources and s151
- The Exec Director for Place (Programme Lead)

4.1.1 Other experts or technical specialists may be invited to attend the board to provide input to support the board in making recommendations to Council or decisions in areas of delegated responsibility.

4.1.2 Reporting into this board will be the: the Strategic Stakeholder Board and the Garden Town Project Board. The board will also attend and receive input from the Oversight Board, particularly in relation to User Assurance, this will ensure that the board can fulfil its remit.

4.2 Strategic Stakeholder Board

4.2.1 The Strategic Stakeholder Board will take its membership from bodies that have a strategic, financial or legal interest in the delivery of the TGT. Initially the following bodies will be invited to provide representatives to join the board: Department for Levelling Up, Housing and Communities, Homes England, Department for Transport and Gloucestershire County Council. This Board will be chaired by the Executive Director of Place. The Board will also provide an interface between the TGT proposals and other major projects which will influence and be influenced by the TGT, for example the West Cheltenham Garden Village, the M5 Junction 9 and A46 (Ashchurch) Transport Scheme and the M5 Junction 10 Improvements Scheme, the Board will invite other experts or technical specialists to attend meetings from the bodies responsible for the delivery of these projects, as required.

4.3 TGT Project Board

4.3.1 The TGT Project Board will be responsible for managing the project plan and fulfilling the Promoter role on behalf of the council. It will have no decision-making powers unless these are subsequently delegated to the board by the SRO. The board will be chaired by the Project Lead Officer who will be supported by Project Manager and the board will be comprised of technical officer leads from finance, communications and legal and others as required as the project progresses. There will be effective information barriers put in place between officers on the TGT Project Board and those representing the Local Planning Authority function of the Council.

4.4 Liaison Groups

4.4.1 The new governance structure also benefits from the creation of five new liaison groups which will allow the sharing of information from the TGT Project team/Board

and provide a forum for engaging with representatives from the various stakeholders. Discussions with these liaison groups will not replace consultation which will be undertaken in accordance with the Stakeholder Consultation Strategy. Representatives (chairs) from these liaison groups will also be members of the Oversight Board.

4.5 Programme Oversight Board

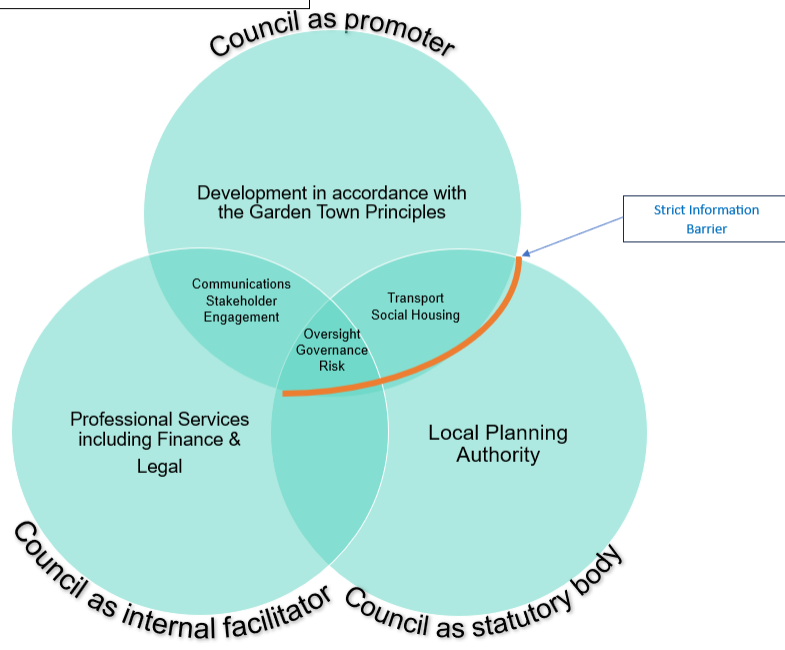
- 4.5.1 The board will provide the forum for all stakeholders, especially customer, user and suppliers to gain an overview of the programme, be informed of progress, propose next steps and highlight any foreseeable problems with the programme. The board will provide oversight of the overall direction of the programme and discuss the proposed next steps in the various workstreams. It will provide a forum for direct liaison between customers, users and suppliers, offering a feedback loop to give valuable insight for the TGT Assurance Board. The board will have an active role in overseeing stakeholder engagement and consultation as well as having a strategic role in influencing the future direction and approach of the programme.

4.6 Member Engagement Forum

- 4.6.1** To ensure that all members are able to understand the objectives and status of the TGT Project there will be a Member Engagement Forum. This will provide all members with the opportunity to be updated on the progress of the TGT, understand the benefits that the TGT will deliver to Tewkesbury Borough and act as a sounding board for wider community engagement. The membership will be open to all elected members and will be convened at least once a month until March 2024 and then at a frequency as the TGT Assurance Board directs.

ANNEX A
Council's roles and responsibilities in relation to TGT Programme

1



ANNEX B - PROPOSED NEW GOVERNANCE STRUCTURE

