

## SHADOW EXECUTIVE

**Date:** Tuesday, 20 August 2019  
**Time:** 10.00 am  
**Location:** Aylesbury Vale District Council, The Oculus, The Gateway, Gatehouse Road, HP19 8FF

**Membership:** Councillors: M Tett (Chairman), K Wood (Vice-Chairman), S Bowles, B Chapple OBE, J Chilver, A Cranmer, I Darby, T Green, C Harriss, P Hogan, A Macpherson, D Martin, N Naylor, M Shaw, W Whyte, G Williams and F Wilson

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## AGENDA

### 1. Apologies

### 2. Minutes (pages 1 - 16)

To approve the Minutes of the Shadow Executive meeting held on 23 July 2019.

### 3. Declarations of interest

### 4. Question time

### 5. 28 Day Notice (pages 17 - 32)

### 6. Accommodation Strategy (pages 33 - 40)

### 7. Exclusion of the public

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)

### 8. Waste Collection Contract Procurement for Chiltern, South Bucks and Wycombe (see Supplementary Agenda 1)

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## **Shadow Executive Minutes**

Date: 23 July 2019

Time: 10.00 am

**PRESENT:** Councillor M Tett (in the Chair)

Executive Members: Councillors K Wood, S Bowles, B Chapple OBE, J Chilver, A Cranmer, I Darby, T Green, C Harriss, P Hogan, A Macpherson, D Martin, N Naylor, M Shaw, W Whyte, G Williams and F Wilson

**Also Present:** Councillor Robin Stuchbury and Councillor David Watson

## **2. MINUTES**

RESOLVED –

That the Minutes for the meeting held on 9 July 2019 be approved as a correct record.

## **4. QUESTION TIME**

A number of questions had been submitted by Councillor Stuchbury ahead of the meeting. The Chairman permitted for two questions to be asked at the meeting:-

### **a) Conformity within waste and recycling**

Councillor Naylor advised that the Shadow Executive were actively considering the matter in partnership with the procuring District councils. Generally the services for residents were aligned across Buckinghamshire with a few minor exceptions and there was an ambition to ensure a consistency in all services delivered by the new council.

### **b) The use of IT in the Planning Service of the new council**

Councillor Chilver confirmed that there were a number of workstreams preparing for the new council to ensure conformity and ease of access to services including Planning. The ICT workstream was working on a number of projects which included implementing a new website, amending/rebranding applications and delivering changes to telephone systems and email domains. The ICT workstream was also working collaboratively with other workstreams such as Customer & Digital, Finance, and HR & Communications. This was so that a single solution would be available across Buckinghamshire for residents.

An undertaking was given by the Leader for the other two questions and their answers to be published in the minutes. These are as follows:-

### **c) Equality of opportunity to public services**

The creation of the new single council for Buckinghamshire provides a unique opportunity to strengthen local democracy, as well as improve services and outcomes for the people of Buckinghamshire. A core part of the business case for setting up a single council was establishing Community Boards to ensure that the council has strong local connections with communities. A key part of the role of Community Boards will be in looking at the needs of the population in each locality and working with officers and partners to ensure that services are designed to meet the needs of all our communities – including rural ones who face particular challenges in relation to accessibility – as well as areas of high population density. A consultation on the detail of Community Boards will be launched in the late summer. Proposals on Local Access Points are under development to ensure that residents are able to continue to access services locally to them to meet their needs. There are currently a wide range of services delivered across our rural communities and the new unitary council is committed to ensuring that service continues to be provided on the basis of need.

#### **d) IT legacy from the five local authorities**

At this stage, it is our understanding that current services such as planning will continue to be provided area by area. Members of the public will be able to access current arrangements, via existing and re-branded websites/portals. In addition, there will be a new website and telephone numbers to help guide members of the public to the appropriate services. Once we develop and agree our ICT transformation strategy, plans will be executed to provide a consistent and unified approach to services across the county.

### **5. 28 DAY NOTICE**

Members considered the Forward Plan that had been submitted as part of the agenda.

RESOLVED –

That the Forward Plan be noted.

### **6. APPOINTMENT OF CHIEF EXECUTIVE**

The Shadow Executive received a report which outlined the formal process for the appointment of the new Chief Executive for the Buckinghamshire Council. The Senior Appointments Sub Committee had met on 19 July to consider the candidates and submitted an appointment recommendation for the Shadow Executive to consider. The Shadow Executive could choose whether to accept the appointment recommendation or refuse it, not appoint at this time and re-advertise the position.

For the consideration of the private appendix, the Shadow Executive resolved that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for this item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

## Paragraph 1 Information relating to any individual

After this consideration, the public were invited back into the chamber. All Members involved in the recruitment process were thanked for their work in the rigorous recruitment exercise. This had culminated in a unanimous recommendation from the Sub Committee that Rachael Shimmin be appointed to the role of Chief Executive and Head of Paid Service of the Buckinghamshire Council.

RESOLVED –

That Rachael Shimmin be appointed to the role of Chief Executive and Head of Paid Service of the Buckinghamshire Council with a salary of £210,000 on a personal contract.

*Note: All Chief Executives left the room during the consideration of this item.*

## 7. CHIEF OFFICER RESOURCING AND DESIGNATION

A report was submitted to the Shadow Executive regarding proposed arrangements for the new Senior Leadership team that would be in place in advance of Vesting Day on 1 April 2020. This team was referred to as Tiers 1-3 and their reporting lines were represented in the report. It was important that the transition of senior staff into either new roles or their exit was managed to ensure that business as usual continued to be delivered alongside the transformation. The winding up of the legacy councils also needed to be managed during this process. It was felt that due to the amount of posts that needed to be recruited to and the timescales being worked toward, Tier 2 and Statutory Officer appointments should be made by a small group of Members to agree. The Tier 2 and Tier 3 recruitment timelines were contained in the report as was a potential make-up of a Member sub-group to consider senior appointments sub-committee for Chief Officer and Statutory Officer appointments.

Members were advised that in addition to the report, a Statutory Officer included the Director of Public Health. This position would be ring fenced due to the skills and qualifications necessary to undertake the role. It was also clarified that Chief Officers were defined in the Constitution and would attend Committees to report and would report directly to the Chief Executive.

The recommendations were considered and it was

RESOLVED –

That:

- a) All second tier Officers be designated as Chief Officers
- b) Any Deputy Chief Officer appointment (Tier 3) be Officer only appointments
- c) The process for resourcing the second tier of the Buckinghamshire Council be endorsed.
- d) The process for resourcing statutory officers whose role may be in the third tier of the Buckinghamshire Council be endorsed.

- e) A smaller Member sub-group of the Senior Appointments Sub-Committee be established for Chief Officer and Statutory Officer appointments.

## **8. TIER 2 AND TIER 3 LEADERSHIP REWARD, TERMS & CONDITIONS**

The Shadow Executive received a report which outlined the arrangements for Tier 2 and Tier 3 reward, terms and conditions. This was important to establish so that the resources could be known for the programme timeline. The proposals in the report had been benchmarked against relevant public, private and local government sector arrangements.

The appointment processes for the Chief Executive and the Senior Leadership Team (Tiers 2 and 3) were now underway and these roles would be used as a template for other positions in the new council. The principles had been designed to reflect the ambition of the new council's flexible workforce and culture. To support this, the report outlined reward principles for new pay arrangements that would:

- capture the aspirations and expectations of the new council
- reflect the council's philosophy of fairness and transparency
- acknowledge the skill and expertise of staff operating at pace in setting up the new council
- offer reward arrangements and terms and conditions that would attract and retain staff
- provide value for money and be affordable.

The roles would be appointed on a personal contract with pay governance supplied by the new council's Senior Appointments and Pay Committee. Their roles and responsibilities would include pay review, non-consolidated pay and pay control; the details of which were outlined in the report. It was recognised that protection arrangements outlined in the report needed to be in place as there were minor differences between the five councils on contract details such as annual leave or private health arrangements. There would not be a cliff-edge for any such arrangements as they would remain in place for one year during transition. The proposed terms and conditions had been drafted in conjunction with advice sought from the HR & OD Workstream, Haye and ePayCheck.

RESOLVED –

That the Leadership Pay Broad Band, the proposed terms and conditions of employment for the leadership team and the pay and governance process through a Senior Appointments and Pay Committee be endorsed.

## **9. CONSOLIDATED FINANCIAL POSITION**

The Buckinghamshire Council would be created from five existing councils all of which currently had balanced and politically agreed Medium Term Financial Strategies (MTFS) for the period 2020/21 to 2022/23. The new council had a responsibility to agree a robust budget before 10 March 2020 and the starting point for the financial planning was the amalgamation of the five MTFSs. The Shadow Executive received a report which outlined proposed principles of the Financial

Strategy of the new Buckinghamshire Council. Risks and pressures were also identified in the report. Included as appendices were the 2019/20 MTFP amalgamation revenue budget and the 2019/20 Revenue Budget by Programme Board and Workstream.

It was important to note that the new council's budget would be set by the full Shadow Council. Engagement was in place for all Members to gain familiarity with District and County responsibilities so that this would be an informed decision. Members would also have a role in scrutinising the budget as it progressed.

The consolidation would review all five local authority savings and their deliverability would be considered and challenged where appropriate. Any issues identified by the Programme Boards would be referred to the Shadow Executive. Members were advised that unallocated reserves were around 4% gross budget so was relatively small. A treasury management strategy was on going which would consolidate the position across the five councils including total borrowing and total investment. This would require Shadow Executive consideration in future.

RESOLVED –

That the report be noted. It was felt that this was a useful paper that offered insight into the operation of the new council.

## **10. HARMONISATION OF COUNCIL TAX REDUCTION SCHEMES**

Members received a report which provided an overarching summary of business in relation to Council Tax Reduction Schemes (CTRS), Council Tax Discounts and Premiums, and Discretionary Rate Relief. The reports would all inform the budget setting process and it was recommended that under or overspend of the policies be ring fenced so that any variations from one policy could be offset from against the others.

There were six options to be considered regarding the Council Tax Reduction Scheme for the Buckinghamshire Council which were based on trying to find a balance between costs and ensuring a minimal impact on claimants in lined with the defined principles. The principles that had been used when considering the harmonisation scheme were that:-

- The same scheme would apply to all working age residents in Buckinghamshire
- The scheme would be developed by harmonising current schemes, for instance by including features that were in place in the majority of districts where possible
- The scheme aimed to be delivered broadly cost neutral
- The scheme would offer protection to residents classified as vulnerable in the context of the scheme
- Council tax payers would be required to make a contribution to their council tax (unless they were in a protected group)
- The scheme aimed to minimise negative impacts on customers whilst acknowledging there would be winners and losers.

The six options were detailed in the report in relation to various key themes. In summary, the main difference between the six options proposed to Members were as follows:

**Option One:** 100% protection for customers in receipt of qualifying disability benefits

**Option Two:** 100% protection for customers in receipt of qualifying disability benefits and all customers responsible for children aged under 5

**Option Three:** 100% protection for customers in receipt of qualifying disability benefits

and lone parents responsible for children aged under 5

**Option Four:** Same as Option One except it gives 90% protection instead of 100% protection

**Option Five:** Same as Option Two except it gives 90% protection instead of 100% protection

**Option Six:** Same as Option Three except it gives 90% protection instead of 100% protection

The report also contained a table which contained a breakdown of the current and modelled council tax reduction scheme awards across the Buckinghamshire Districts. Option 3 was recommended to the Shadow Executive as it offered the best fit in line with the defined principles. Any decision would then be subject to consultation which was expected to take place from August until mid-September. The results of the consultation would then be considered to finalise the scheme.

RESOLVED –

That the three policies be ring fenced and that Option Three be adopted as the CTRS for the Buckinghamshire Council.

## 11. HARMONISATION OF COUNCIL TAX DISCOUNTS AND PREMIUMS

It was necessary for the Shadow Executive to determine whether council tax discretionary discounts were awarded in respect of empty properties, whether any discounts would be awarded in respect of second homes and also whether a premium is charged on long-term empty properties. This was due to the four District authorities operating on different levels and periods of discount for empty properties, and it was felt that harmonisation needed to be in place from 1 April 2020.

RESOLVED –

That:-

- a) Unoccupied and substantially unfurnished properties (Class C) receive a discount of 100% for one month with an estimated annual saving of £214,000. There would also be a minimum occupation period of 12 weeks before another discount can be awarded.



- b) Unoccupied and substantially unfurnished property which are empty due to it requiring structural alterations or major repairs to make it habitable (Class D – receive a 50% discount. These properties would receive a class C discount as above) with an estimated annual saving of £25,000.
- c) Second homes receive a 10% discount with an estimated additional annual cost of £91,000.
- d) Long term empty premiums should be charged at the maximum levels allowed by legislation which are as follows:

From 2020/21

- Where a property has been empty for more than two years but under five years a premium of 100% be charged (Equivalent to 2 x Council Tax).
- Where a property has been empty between five years and ten years a premium of 200% be charged (Equivalent to 3 x Council Tax).

From 2021 onwards

- Where a property has been empty for more than two years but under five years a premium of 100% be charged (Equivalent to 2 x Council Tax).
- Where a property has been empty between five years and ten years a premium of 200% be charged (Equivalent to 3 x Council Tax).
- Where a property has been empty over ten years a premium of 300% be charged (Equivalent to 4 x Council Tax).

## **12. DISCRETIONARY RATE RELIEF POLICY**

All local authorities had the discretion to award Discretionary Rate Relief to charitable organisations. Each of the four Districts operated slightly different schemes so it was recommended that a single scheme be adopted by the Buckinghamshire Council from 1 April 2020 so that local charitable organisations could continue to be supported. The schemes all in place were broadly similar and the scheme proposed offered a flexible policy that would allow relief to be considered on a case by case basis. The Shadow Executive were advised that appeals were few in number due to the discretionary nature of the relief. Members acknowledged the importance of supporting the charity economy and noted the importance of signposting charities to Government relief policies where applicable.

RESOLVED –

That:

- a) The Discretionary Rate Relief Policy be agreed.
- b) Standing orders for the Buckinghamshire Council incorporate delegated authority for Officers to administer the scheme.
- c) Delegated authority be given to the Chief Financial Officer in consultation with the portfolio holder for Finance to agree future technical changes in respect of the policy for discretionary rate relief.

### 13. DEVOLUTION OF HIGHWAYS SERVICES TO LOCAL COUNCILS

Buckinghamshire County Council had devolved elements of its highway services and, following a one year extension, these were due to expire on 31 March 2020. In total, 87 out of 168 Town and Parish Councils were now engaged in delivering devolved high services, with key services including urban grass cutting; 65% of which was now cut under devolved arrangements.

Following the unitary decision in 2018 and in order to allow for development of a new localism offer, a decision was made to extend the existing budget for a further year. The localism workstream was currently engaged with Town and Parish Councils to develop the new devolution framework. To provide sufficient time for this framework to be fully developed and recognise the budget setting timetable for local councils, it was necessary to review the current highways devolution agreements as they were due to expire in less than eight months. It was important to note that the report was not in relation to any future or enhanced devolution opportunity for local councils. Instead it was intended to provide continuity while devolution was developed. The extension of the agreements would allow the local councils to plan for the next financial year. Moreover, the agreements contained a break clause which would allow flexibility should a new localism offer be ready earlier than expected.

It was felt that the extension was a sensible working arrangement and would provide clarity to local councils whilst localism was developed. Officers confirmed that any Parish Council could become involved in these agreements during the extension if they were not already.

RESOLVED –

That funding be extended for a further two years for the devolution of highway services on the current terms due to expire on 31 March 2022.

*Note: Councillor B Chapple OBE declared a personal interest as a member of Aylesbury Town Council.*

*Councillor I Darby declared a personal interest as a member of Chalfont St Peter Parish Council.*

*Councillor F Wilson declared a personal interest as a member of Chesham Town Council.*

*Councillor M Shaw declared a personal interest as a member of Chesham Town Council.*

*Councillor P Hogan declared a personal interest as a member of Beaconsfield Town Council.*

#### **14. EXCLUSION OF THE PUBLIC**

RESOLVED –

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

The public interest in maintaining the exemption outweighed the public interest in disclosing the information because the reports contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### **15. SPADE OAK LAKE**

The Shadow Executive received a restricted report regarding a commercial opportunity that Wycombe District Council's Cabinet had considered. Consideration was given to the confidential information contained within the report.

RESOLVED –

That the decision of Wycombe District Council's Cabinet be endorsed in the acquisition of Spade Oak Lake, Little Marlow.

#### **16. WOODLANDS AND EASTERN LINK ROAD SOUTH**

Councillor K Wood was the Chairman for this item.

A confidential report had been submitted to the Shadow Executive for them to consider funding from AVDC and BCC towards the Eastern Link Road South and Woodlands development to progress. Consideration was given to the restricted information in the report.

RESOLVED –

That:-

- a) the funding from AVDC and BCC be approved to allow the ELRS and Woodlands development to progress.
- b) the establishment of a Member and Officer Stakeholder Board be supported to represent the interests of AVDC, BCC and the future Council and provide a steer on the member representation on the Board.

*Note: Councillor B Chapple OBE declared a personal interest as the local Member.*

*Councillors S Bowles, I Darby, N Naylor and M Tett declared personal interests as LEP Board Members and did not take part in the debate or vote on the item.*

*Councillor C Harriss declared a prejudicial interest as Director of BA and left the room during the item.*

## **17. INVESTMENT PROPERTY**

Councillor M Tett resumed Chairmanship for this item.

A confidential report had been submitted for the Shadow Executive to consider a commercial opportunity proposed by South Bucks District Council of an investment property. Members considered the restricted information contained within the report.

RESOLVED –

That the proposed purchase investment property by South Bucks District Council be approved subject to due diligence.

## Answers to questions – Meeting of the Shadow Executive 23 July 2019

### Questions from Councillor R Stuchbury

#### Question 1 - IT legacy from the five local authorities

- What approach will the shadow authority be undertaking regarding legacy issues relating to IT within the five authorities to ensure conformity, ease of access and use within the new structures within the future unitary council?

#### **Answer**

- *The shadow authority has several workstreams underway to prepare for Unitary and ensure conformity and ease of access to services. These include changes to data networks to enable access “across borders” to core applications (e.g. SAP), providing a new, single email domain and ensuring information security is maintained or improved.*
- *ICT is also working closely with other unitary workstreams (e.g. Customer & Digital, Finance, HR and Communications) to present a new, consistent and effective way to interact with the new authority. Projects include implementing a new website, amending/re-branding applications, aligning finance/HR systems and delivering changes to telephone systems. All these projects aim to ensure the new authority functions legally and safely as a new entity from day 1 and delivers a good service to residents, businesses, members, staff and suppliers.*
- *The ICT workstream will also develop a customer-led ICT strategy and plan to merge/ integrate/ consolidate ICT systems post-vesting, so that the Buckinghamshire Council operates as a single entity – further improving ease of access and conformity.*

#### Question 2 - IT legacy from the five local authorities

- How will IT be used regarding matters such as Planning which is used by Members of the Public and are often contentious particularly when challenging planning decisions? Or is this something that cannot be undertaken until the new local authority is in operation through legal considerations and due to limits within the structural changes order?

#### **Answer**

- *At this stage, it is our understanding that current services such as planning will continue to be provided area by area. Members of the public will be able to access current arrangements, via existing and re-branded websites/portals. In addition, there will be a new website and telephone numbers to help guide members of the public to the appropriate services.*

- *Once we develop and agree our ICT transformation strategy, plans will be executed to provide a consistent and unified approach to services across the county.*

### **Question 3 - Equality of opportunity to public services**

- What actions are being undertaken within the structural planning for the new local authority which will ensure services are distributed equally throughout the county and not primarily focusing on areas with a high population? It should be recognised that Buckinghamshire is presently & fortunately still a rural county with a very large rural population living alongside equally valued urban communities.

#### **Answer**

- *The creation of a new single council for Buckinghamshire provides a unique opportunity to strengthen local democracy, as well as improve services and outcomes for the people of Buckinghamshire.*
- *A core part of the business case for setting up a single council was establishing Community Boards to ensure that the council has strong local connections with communities. A key part of the role of Community Boards will be in looking at the needs of the population in each locality and working with officers and partners to ensure that services are designed to meet the needs of all our communities – including rural ones who face particular challenges in relation to accessibility – as well as areas of high population density. A consultation on the detail of Community Boards will be launched in the late summer.*
- *Proposals on Local Access Points are under development to ensure that residents are able to continue to access services locally to them to meet their needs. There are currently a wide range of services delivered across our rural communities and the new unitary council is committed to ensuring that service continues to be provided on the basis of need.*

### **Question 4 - Conformity within waste & recycling**

- The southern districts are apparently seeking to sign a 10 year contract which would commit the new unitary council to a long-term commitment to the south and AVDC presently delivers waste disposal in a separate way. What ability has the Shadow Authority to ensure conformity with the waste and refuse disposal across the county?
- Could any decision by the southern districts have an impact on:

Decreasing employment opportunities within the waste disposal service in the north/Aylesbury Vale area?

Increase the cost on the future unitary council and its residents due to legacy contracts which may not confirm for many years?

- i. Such a decision would tie the hands of the new Buckinghamshire Council unnecessarily into a long term contract. Is there any legal ability within the shadow authority to influence the southern districts not agreeing such a long-term contract in advance of the abolition of the five councils?

**Answer**

- ii. *The Shadow Executive for the new authority are actively considering this matter and in partnership with the procuring district councils, are reviewing the available and deliverable options for future waste collection services in the southern districts to ensure the continuity for this crucial service at the end of current collection contracts whilst managing the risks and costs.*
- iii. *Generally the waste and recycling collection services for residents are aligned across the Districts with a few minor exceptions. However, there is certainly an ambition to ensure consistency of service, not just in waste collection, but in all services delivered by the new Council, as soon as possible.*
- iv. *The Shadow Executive is considering options to ensure that the new council is able to deliver an efficient and effective service in the future.*

## **Questions from Councillor D Watson on agenda item 9 Consolidated Financial Position**

**Question 1: Why is the forward funding projection only for three years when the new council will be elected for 5 years? The Business case was after all for five years.**

### ***Answer***

*There are a number of considerations and decisions we have made in developing the proposed Financial Plan for the new authority. Whilst we recognise that there are significant benefits in developing a medium term financial plans which covers a period longer than 3 years, there were a number of significant practical issues in doing so:*

- We do not yet have an agreed Strategic Plan for the new authority on which to base a strategic budget*
- Neither the political landscape or senior officer structure for the new authority are in place to drive and develop a longer term vision for both the whole organisation and the services within in*
- There is considerable uncertainty in the Local Government funding regime (Spending Review, Fair Funding Review, changes to Business Rates Retention, changes to New Homes Bonus, Adult Social care funding etc.) which make forecasting key funding streams difficult for the 3 years we are planning for, let alone a further 2 years*
- There is a significant amount of change / transformation expected across the new authority in its first few years, which will begin post vesting day, and which makes understanding the baseline position, and therefore the scale of future opportunities, very challenging*

*Given these constraints and uncertainties it was decided that using the existing plans across the current 5 councils was the most appropriate means by which to ensure a safe, legal and robust budget for the new authority.*

**Question 2: I note that in paragraph 10 you summarise the latest view on consolidated funding but there is no comparator for prior years on the same basis – would it not make sense to add 18/19 Actuals and 19/20 Budget? Please see my attached workings – I note your restatement of the 19/20 Consolidated Budget in Appendix 1 but it is not in the same format as your funding projections from 20/21 onwards**

### ***Answer***

*We have tried to concentrate on the expected position of the new authority. Whilst Appendix 1 does set out the consolidated 19/20 funding position this reflects the position at the end of the 4 year settlement and the estimated funding for the new authority is based on expectations of funding going forward.*



*Given all these changes and uncertainties we considered that looking to the future was more pertinent to the new authority than comparing to a different structure and superseded funding regime.*

**Question 3: Would it not make sense to also compare the Consolidated Financial Position to the Business Case? – for all the BC assumptions e.g. transition cost, savings by year, council tax increases, council tax base growth, staffing levels etc.....**

***Answer***

*It is important to recognise that the business case was prepared a number of years ago and that there has been change across all 5 councils since the business case was originally prepared. Whilst the principles underpinning the business case still hold true much of the detail has changed as the funding regime has changed, and as all 5 councils have exercised their sovereign right to manage their affairs as they individually see fit.*

*As part of building the budget we are reviewing the financial business case assumptions. A separate report to the Shadow Executive has updated the expected transition costs and we are in the process of reviewing and re-profiling the savings to ensure that they are as realistic as possible bearing in mind the timeframes and the implementation plan recently approved by Shadow Executive. Assumptions around council tax levels will be coming to the Shadow Executive in September.*

**Question 4: It is rather difficult to analyse the council tax projections between former county and districts – see attached – I have used the Feb 2019 BCC Full Council CT projections and the resulting former District numbers indicate a decreasing trend - would you be able to assist?**

***Answer***

*Future Council Tax receipts have been modelled using the best information available from all existing councils.*

*Whilst there are some matters to be resolved around Council Tax discounts, an increasing Council Tax base and an ongoing increase in the level of Council Tax charged will give rise to an increase in Council Tax receipts in future years.*

**Question 5: A comparison of 19/20 and 20/21 Business rates funding also begs a number of questions.**

**Answer**

*The Business Rates Retention scheme is one of the areas where there is the largest change between 2019/20 and 2020/21. We have focussed efforts on ensuring we have a robust understanding of the likely Business Rates we will retain for 2020/21 onwards, and it is our assumption that we will not benefit as much under the proposed Business Rates Retention scheme as we do under the pilot scheme which we are part of for 2019/20, hence a reduction in retained Business Rates between 2019/20 and 2020/21.*

*I believe that there is an error in the 19/20 district figures (as you suggest) in that the tariff payable back to Central Government has been excluded from the 2019/20 figures, whilst the 2020/21 and onwards figures are net of this tariff.*

**Question 6: Is it not being unduly pessimistic to assume negative RSG of such a magnitude?**

**Answer**

*The figures used in our modelling are in the currently published government plans so we feel it would be wrong to change this assumption. We are awaiting the Spending Review announcement and other potential changes to the way local government is funded. Taking this approach has not put us in a position where additional savings have to be identified, and given the volatility in the current political and economic environment we believe that prudent planning is appropriate. We hope for early sight of the Local Government Settlement, which will hopefully hold some good news, knowing that we are prepared in case it does not.*

Report For:	<b>BUCKINGHAMSHIRE SHADOW EXECUTIVE</b>
Meeting Date:	<b>20 August 2019</b>

## SUMMARY

<b>Title of Report:</b>	<b>28 DAY NOTICE</b>
Responsible Officer:	Catherine Whitehead
Officer Contact: Direct Dial: Email:	Charlie Griffin 01296 674691 <a href="mailto:c-cgriffin@buckscc.gov.uk">c-cgriffin@buckscc.gov.uk</a>
<b>Recommendation:</b>	<b>The Shadow Executive is asked to note the 28 Day Notice of executive decisions to be taken.</b>

### Purpose of Report

The Access to Information Regulations 2012 place a requirement on Councils to publish a notice 28 days before every executive meeting detailing all key decisions and private reports to be considered. The [28 Day Notice](#) for the Shadow Executive is published on the Shadow Authority website, and attached at Appendix 1 to this report.

### Background Papers

None

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**Shadow Authority  
For delivering the Buckinghamshire Council**

**THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS) (MEETINGS AND ACCESS TO INFORMATION) (ENGLAND)  
REGULATIONS 2012**

**SHADOW EXECUTIVE  
28 Day Notice**

This is a notice of an intention to make a key decision on behalf of the Shadow Authority for the Buckinghamshire Council (Regulation 9) and an intention to meet in private to consider those items marked as 'private reports' (Regulation 5).

A further notice (the 'agenda') will be published no less than 5 working-days before the date of the Shadow Executive meeting and will be available via the [Shadow Authority website](#)

Y = key decision      \*All reports will be open unless specified otherwise

Report title & summary	Key	Decision maker	*Private report (Y/N) and reason private	Lead Member/ Officer(s) & Contact Officer(s)
<b>TUESDAY 20 AUGUST 2019</b>				
<b>Waste Procurement</b> To consider waste contract options for the South of the County. <i>Item amended 30.07.2019.</i>	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Steve Bambrick  Contact Officer(s): Chris Marchant

<b>Accommodation Strategy</b> To consider the strategy for office accommodation. <i>Item amended 31.07.2019.</i>	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Sarah Ashmead, John McMillan  Contact Officer(s): John Reed
<b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Richard Ambrose  Contact Officer(s): Richard Ambrose
<b>TUESDAY 10 SEPTEMBER 2019</b>				
<b>Chiltern Lifestyle Centre</b> Details of proposal for new Lifestyle Centre in Chiltern.	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Bob Smith  Contact Officer(s): Martin Holt
<b>Gerrards Cross Car Park Development</b> To note the business case for Gerrards Cross car park development.	N	Shadow Executive	Part exempt (para 3)	Lead Member/ Officer(s): Steve Bambrick  Contact Officer(s): Chris Marchant

<p><b>Member Allowances and Independent Remuneration Panel (IRP) appointment process</b> To consider the proposed process including recommendation on the appointment of an Independent Remuneration Panel.</p>	Y	Shadow Executive	Part exempt (para 3)	<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Mathew Bloxham</p>
<p><b>Council Tax Equalisation</b> To consider the proposals for harmonising Council Tax.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Pay Policy Statement</b> Consideration of the terms and conditions for Tiers 1-3</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
<p><b>Bucks Growth Board</b> To consider and agree the process to establish a Buckinghamshire Growth Board including membership and areas of focus.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Neil Gibson</p> <p>Contact Officer(s): Lisa Michelson</p>

<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	Y	Shadow Executive	Fully exempt (para 3)	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>
<b>TUESDAY 1 OCTOBER 2019</b>				
<p><b>Local Access Points</b> To consider the proposal on how local access will be delivered.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sara Turnbull</p> <p>Contact Officer(s): Sara Turnbull</p>
<p><b>Single Taxi Licensing Policy</b> To consider taxi licensing arrangements for Buckinghamshire Council, and consultation approach</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Nigel Dicker</p> <p>Contact Officer(s): Nigel Dicker</p>



<p><b>Wycombe District Green Space Maintenance</b> Award and start-up of new Wycombe District Council green space contract for 2019/20.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Nigel Dicker</p> <p>Contact Officer(s): Nigel Dicker</p>
<p><b>Consequential Parliamentary Orders</b> Information on additional Orders laid through Parliament.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Catherine Whitehead</p>
<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	Y	Shadow Executive	Fully exempt (para 3)	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>

**TUESDAY 22 OCTOBER 2019**

<p><b>Council Tax Equalisation</b></p>	<p>Y</p>	<p>Shadow Executive</p>		<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Main Payscale, Reward, Terms and Conditions</b> To consider a report on payscale, reward, terms and conditions</p>	<p>Y</p>	<p>Shadow Executive</p>		<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
<p><b>Devolution Offer and Launch Approach</b> To consider approaches to devolution of assets and services, and launch events.</p>	<p>Y</p>	<p>Shadow Executive</p>		<p>Lead Member/ Officer(s): Sara Turnbull</p> <p>Contact Officer(s): Sara Turnbull</p>
<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	<p>Y</p>	<p>Shadow Executive</p>	<p>Fully exempt (para 3)</p>	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>

<p><b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>
<b>TUESDAY 12 NOVEMBER</b>				
<p><b>Legal Services for the Buckinghamshire Council</b> To consider arrangements for Legal Services for the Buckinghamshire Council.</p>	Y	Shadow Executive	Part exempt (para 3)	<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Catherine Whitehead</p>
<p><b>Corporate Plan for Buckinghamshire Council</b> To consider a Strategic Plan for Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sarah Ashmead</p> <p>Contact Officer(s): Sarah Ashmead</p>
<p><b>Delivering a Development Management Service in the New Authority</b> To consider proposals for delivering a development management service in the new authority.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Neil Gibson</p> <p>Contact Officer(s): Neil Gibson</p>

<p><b>Local Plans - Transition and a new Local Plan for Buckinghamshire</b> To consider local plans for transition and a new local plan for Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Neil Gibson</p> <p>Contact Officer(s): Neil Gibson</p>
<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	Y	Shadow Executive	Fully exempt (para 3)	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>
<b>TUESDAY 3 DECEMBER 2019</b>				
<p><b>Community Governance Review</b> Community Governance Review for High Wycombe.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Catherine Whitehead</p>

<p><b>Organisational Development Strategy</b> Consideration of the OD Strategy</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
<p><b>ICT, Digital and Information Strategy</b> To consider an ICT, Digital and Information Strategy for Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sarah Ashmead</p> <p>Contact Officer(s): Sarah Ashmead</p>
<p><b>Town and Parish Charter</b> To consider the proposed charter and associated support required for delivery</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sara Turnbull</p> <p>Contact Officer(s): Sara Turnbull</p>
<p><b>Keeping it Local - Community Boards</b> To consider consultation feedback on community board options and proposals and to make a decision on their possible establishment.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sara Turnbull</p> <p>Contact Officer(s): Sara Turnbull</p>

<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	Y	Shadow Executive	Fully exempt (para 3)	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>
<b>TUESDAY 7 JANUARY 2020</b>				
<p><b>Draft Budget 2020/ 2021</b> To consider the draft budget 2020/2021 for the Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Civic and Ceremonial Proposals</b> To consider proposals for civic arrangements for the Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Emma Denley</p>

<b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Richard Ambrose  Contact Officer(s): Richard Ambrose
<b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.	N	Shadow Executive		Lead Member/ Officer(s): Rachael Shimmin  Contact Officer(s): Roger Goodes
<b>TUESDAY 28 JANUARY 2020</b>				
<b>Members Allowances</b> Consideration of Members Allowances	Y	Shadow Executive		Lead Member/ Officer(s): Catherine Whitehead  Contact Officer(s): Mathew Bloxham
<b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Richard Ambrose  Contact Officer(s): Richard Ambrose

**TUESDAY 18 FEBRUARY 2020**

<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	<p align="center">Y</p>	<p align="center">Shadow Executive</p>	<p>Fully exempt (para 3)</p>	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p><b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.</p>	<p align="center">N</p>	<p align="center">Shadow Executive</p>		<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>

**TUESDAY 10 MARCH 2020**

<p><b>Spending Protocol</b> Items referred to the s151 officer from the five existing councils under the Spending Protocol and referred to the Shadow Executive in accordance with the protocol.</p>	<p align="center">Y</p>	<p align="center">Shadow Executive</p>	<p>Fully exempt (para 3)</p>	<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>
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<b>Programme Update</b> Highlight report from the Programme Management Office covering the Programme update, Budget and Risk.	N	Shadow Executive		Lead Member/ Officer(s): Rachael Shimmin  Contact Officer(s): Roger Goodes

The Shadow Authority Constitution defines a 'key' decision as any decision taken in relation to a function that is the responsibility of the Shadow Executive and which is likely to:-

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of "significant" for these purposes the Shadow Authority will have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act and the value of any decision under consideration (e.g. £1 million or above could be regarded as significant but this has to be considered in the context of the particular decision).

As a matter of good practice, this notice may also includes other items, in addition to key decisions, that are to be considered by the Shadow Executive.

Each item considered will have a report; appendices will be included (as appropriate). Regulation 9(1g) allows that other documents relevant to the item may be submitted to the decision-maker. Subject to prohibition or restriction on their disclosure, this information will be published on the website usually 5 working-days before the date of the meeting. Paper copies may be requested using the contact details below.

\*The public can be excluded for an item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972. The relevant paragraph numbers and descriptions are as follows:

Paragraph 1	Information relating to any individual
Paragraph 2	Information which is likely to reveal the identity of an individual
Paragraph 3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Paragraph 4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
Paragraph 5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
Paragraph 6	Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
Paragraph 7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

Part II of Schedule 12A of the Local Government Act 1972 requires that information falling into paragraphs 1 - 7 above is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Nothing in the Regulations authorises or requires a local authority to disclose to the public or make available for public inspection any document or part of a document if, in the opinion of the proper officer, that document or part of a document contains or may contain confidential information. Should you wish to make any representations in relation to any of the items being considered in private, you can do so – in writing – using the contact details below.

Democratic Services, Programme Management Office, Buckinghamshire County Council, Walton Street, Aylesbury, HP20 1UA  
| 01296 674691 | [demservices-shadow@buckscc.gov.uk](mailto:demservices-shadow@buckscc.gov.uk)

Report For:	<b>SHADOW EXECUTIVE</b>
Meeting Date:	<b>20 August</b>

**SUMMARY**

<b>Title of Report:</b>	<b>UNITARY ACCOMMODATION STRATEGY</b>
Responsible Officer:	John Reed
Officer Contact: Direct Dial: Email:	John Reed 01296 674814 JOHNREED@BUCKSCC.GOV.UK
<b>Recommendation:</b>	<p>Members are requested to:</p> <ol style="list-style-type: none"> <li>1. Agree that the new Unitary Council will have a countywide footprint for both Members and Staff, and that the emerging policy will enable the flexibility to work in any of the new council's offices across the County.</li> <li>2. Agree to a two phase office accommodation strategy as set out in this report to include: <ol style="list-style-type: none"> <li>a) A first phase to take the necessary steps to implement the proposed small Unitary Headquarters at the Gateway, Aylesbury on an interim basis.</li> <li>b) A second phase to take the necessary steps to enable the transformation work for the office accommodation strategy post vesting day.</li> </ol> </li> <li>3. Delegate to the Shadow interim S151 Officer authority to make necessary appointments of consultants and contractors to facilitate the work to progress the strategy and implementation, provided that costs fall within the budget envelope set out in this report.</li> </ol>
Legal & Finance:	<p>If Members are in agreement with the proposed recommendations, the detailed proposal will be developed. A preliminary budget has been included in the transition budget for the transition accommodation strategy of £700k.</p> <p>There are not considered to be any legal implications to the adoption of the interim Corporate Headquarters. There are practical issues and these will be considered as part of the further work being undertaken.</p>
Options:	<ol style="list-style-type: none"> <li>1. Do nothing – This is not considered an option. The Unitary will need to establish a new Accommodation Strategy due to substantial overlaps in business activity and the requirement to achieve efficiency savings in the</li> </ol>

	<p>Corporate Estate.</p> <p>2. Consider an alternative arrangement. It is considered that either the Gateway or the County Council offices would be able to accommodate the interim headquarters to enable the New Council to operate effectively and would reduce the requirement for substantial alterations elsewhere.</p> <p>3. Agree the Gateway as the proposed base for a small corporate Headquarters on an interim basis whilst the overarching longer term Office Accommodation strategy is agreed. <b>THIS IS THE RECOMMENDED OPTION.</b></p>
Reason: (Executive only)	The proposed approach supports the development of a short and longer term office accommodation strategy for Buckinghamshire Council.

## Executive Summary

The purpose of the report is to seek a view from Shadow Executive on the proposed approach to the development of a short and longer term office accommodation strategy for the new Unitary Council to support service delivery and the democratic process both in transition and transformation.

## Content of Report

### Background

1. Together, the five councils in Buckinghamshire hold a range of properties which are central to the current delivery of council services. In the longer term, as the unitary council develops its future models of service delivery through the transformation programme, there will be a need for a fundamental review of the property estate to ensure it is fit for purpose. There may be opportunities to rationalise properties, in line with the principles of the One Public Estate programme, and to contribute to the new council's objectives in relation to income generation, regeneration, asset optimisation etc.
2. An immediate issue to consider is around office accommodation. The longer term accommodation needs are to be considered as part of the future transformation programme for the new council. However, there are some key issues around our office accommodation arrangements during the transitional phase which we need to determine now so that property teams can plan effectively for Vesting Day. These include the approach to office move requirements, the location of the senior management team, and member accommodation.

This paper proposes a two phase approach to office accommodation planning.

### **Phase 1- Interim Office Accommodation 2020-2022**

3. A key principle for Vesting Day is that the vast majority of staff will continue to be based at their existing place of work, with the flexibility to access other buildings and planning is taking place on that basis. However, it is recognised that there is likely to be an ambition for some teams to be relocated to different locations at an early stage. Therefore, there will need to be clear overall governance put in place to manage the aspirations some teams may have to ensure that resources are directed in a co-ordinated way to address any key changes in staff accommodation including a potential base for the corporate management team and elected Members. There will also be a need for identified flexible working spaces in all existing offices with appropriate IT provision.
4. Whilst we need to take decisions on these issues to plan for Vesting Day and beyond, it is important not to undermine the ability of the new council to take a more fundamental, longer term view about its options linked to transformation. It is therefore proposed that an interim high level office accommodation strategy is developed for the period 2020-2022. This will provide some certainty to the property teams in planning for the initial months of the new Council, whilst also providing a period whereby the new Council can develop its longer term strategy.
5. This strategy will set out an approach to:
  - Member and senior management accommodation
  - Approach to office move/co-location requests
  - Access control systems
  - Flexible working spaces

### ***Principles***

6. It is proposed an interim office accommodation strategy is based on the following principles:
  - At the point of go live:
    - All existing office buildings will continue to serve their current purpose during this period.
    - Office move proposals will be prioritised according to business need.
    - The presumption will be that office accommodations requirements will initially be met through use of existing council buildings so that the new council can minimise external spend (subject to interface with regeneration

projects). The presumption is also that the current configurations will be adopted as much as possible to keep moving of walls and associated fitting out work to a minimum.

- Officers in the senior management team and elected members will be able to work flexibly between sites, and drop in facilities and parking will be available for use in each location.
- Single access control system to offices and car park would be preferable if affordable (BCC, SBDC, CDC all use same supplier already and overall proximity readers are in place at each council)
- An interim solution should be identified to provide an office base for:
  - Executive Members.
  - The Council's senior management team (tiers 1-3) recognising that some tier 3 in particular may spend substantial amounts of operational time with their direct teams and reports.
  - A Council chamber for Council Executive and Committee meetings to support 147 Members (including voting equipment)

### ***Senior Management Team and Member Accommodation - Interim Solution 2020-2022***

7. A key principle of the proposed strategy is that officers in the senior management team and elected members will work flexibly between sites across the county. It will be particularly important from the outset that both elected members and the leadership team are visible to staff in different locations on a regular basis, and drop in facilities should be provided to achieve this.
8. It will also be important to establish a single location where the senior leadership team and Executive Members have a joint office base where they can work together.
9. Based on the availability of suitable accommodation across the current estate to meet these requirements, and the central location within the County, it is proposed the senior management team, Council Chamber and Executive Member accommodation should be located in Aylesbury as the most central point of the County and the County Town. On this basis, options include County Hall or the Gateway.
10. Either would be able to accommodate the requirements identified above. However, it is recommended that the preferred option should be the Gateway for the following reasons:
  - Important symbol of change
  - Modern, fit for purpose accommodation
  - Good availability of parking

- Potential for accommodating the council chamber with minimal costs (a council chamber could be developed at County Hall in the former Study Centre but this would require a level of investment which would be more appropriate for a longer term option).

11. The longer term plans for car parking at the Gateway have been considered. Currently, there are a total of 439 spaces between the main car park and the overflow car park. Approximately 139 of the spaces are in the ownership of Aylesbury Vale Estates (AVE) and are held under determinable licence. Whilst the remaining 300 spaces may well be sufficient for the Gateway (even with 147 members attending Council meetings), there will be opportunities to review the car parking strategy over the next 12 months and take action if further spaces are required. The Gateway is a functioning conference centre as well which generates income and there may be some conflicts if it is more intensively used as a Unitary, this is difficult to quantify at the current time. However, it is unlikely that the number of Member meetings held at the Gateway would exceed the current use by AVDC, given that some committee meetings would take place in other parts of the county (eg planning and licencing meetings etc).
12. If this option is agreed in principle, the next step would be to undertake a more detailed assessment of the potential use of the Gateway for senior management and member accommodation, including the implications for the existing use of the building. There is currently some vacant space within the Gateway which could potentially meet most of the requirements identified above without disruption to existing teams. The logical place for this work to sit is within the Property & Assets work stream.

### ***Service Accommodation***

13. As recognised above, a unitary council on this scale will need to have the ability to run its services from various bases across the county. Where possible, we should begin to develop this model of operating from the outset. A new flexible and mobile working policy will need to be developed before 1<sup>st</sup> April 2020
14. A number of office moves have been in discussion for some time, driven by existing business needs. These are now being reviewed in the context of the unitary decision.
15. We also need to understand which, if any, services are considering co-location for Vesting Day and whether there are any other business critical moves required during transition so that the property and assets work stream can develop a co-ordinated work plan.
16. There will be HR/OD and communication considerations around the developing policy. This will include a review of the car parking arrangements for Members, Senior Management and staff.

### ***Flexible Working Drop in Spaces***

17. There will be a significant need for officers to be able to work flexibly across different office locations around the county. The Resources work programme has identified the need to ensure that staff can access buildings, use IT equipment etc. to support this. In addition, it is proposed that dedicated office spaces are identified and promoted for flexible working in each office location for Vesting Day for both Members and officers.

### **Phase 2 – Long Term Office Accommodation Strategy 2022 and beyond**

18. During the first year of the new council, it is proposed that a longer term office accommodation strategy should be developed. This piece of work will require a fundamental review of existing ways of working and accommodation, together with significant engagement with stakeholders. It will need to be developed in a way that is aligned with the emerging service delivery model, the development of the council's vision, values and behaviours, and the council's broader objectives, for example in relation to its regeneration ambitions. It is envisaged that specialist accommodation consultants will need to be engaged to work with the council in developing this strategy.

### **Resourcing requirements**

19. This paper seeks initial authority on the proposed strategy. Subject to views, the proposals will be developed in more detail and costed.

### **Corporate Implications**

20. The Corporate implications are set out in the paper, together with financial and legal implications.

### **Consultation**

21. The report seeks authority to undertake further feasibility work. Further consultation will occur as part of that process.



## **Next Steps**

22. The next steps are;

- Form and brief the Consultants and internal team undertaking this work.
- Produce final programme, cost and delivery plan.
- Engagement with relevant Boards to develop the supporting work around the plan.
- Finalise plan in consultation with Members.

## **Background Papers**

None

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