

SHADOW EXECUTIVE

Date: Tuesday, 22nd October, 2019
Time: 10.00 am
Venue: Mezzanine Rooms 1 - 2, Buckinghamshire County Council, Walton Street, HP20 1UA - Aylesbury

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 (To Follow)
To approve as a correct record the Minutes of the meeting held on 8 October 2019.
3. Declarations of interest
4. Question Time
5. Forward Plan (28 Day Notice) (Pages 1 - 14)
6. Scrutiny Work Programme - ITEM WITHDRAWN
7. Consequential Parliamentary Order (Pages 29 - 32)
8. Branding (Pages 33 - 54)
9. Spend Protocol Update
10. Programme Update (Pages 55 - 60)

11. Date of next meeting

12 November 2019, Mezz 1 & 2, Buckinghamshire County Council

**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)
TUESDAY 22 OCTOBER 2019				
Spend Protocol Update To consider revisions to the Spending Protocol - a general consent to enter into contracts in accordance with the agreed protocol. <i>Item description amended 14.10.2019.</i>	Y	Shadow Executive		Lead Member/ Officer(s): Richard Ambrose Contact Officer(s): Richard Ambrose

<p>Consequential Parliamentary Order A report on the additional order to be laid through Parliament. <i>Item added 02.10.2019.</i></p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Joanna Swift</p>
<p>Branding Consideration of branding proposals for Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Emma Denley</p> <p>Contact Officer(s): Emma Denley</p>
<p>Scrutiny Work Programme To consider the work programme of the Shadow Overview and Scrutiny Committee.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Kama Wager</p> <p>Contact Officer(s): Kama Wager</p>
<p>Spending Protocol 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	Part exempt (para 3)	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>

Programme Update 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
NOVEMBER 2019 (DATE TBC)				
Appointments of Statutory Officers (Tier 3) for Buckinghamshire Council Appointments to the roles of Statutory Officers for Buckinghamshire Council, subject to the decision of the Senior Appointments Sub Committee 10 October. <i>Item added 16.09.2019.</i>	Y	Senior Appointments Sub Committee	Part exempt (paras 1 + 3)	Lead Member/ Officer(s): Sarah Murphy-Brookman Contact Officer(s): Sarah Murphy-Brookman
TUESDAY 12 NOVEMBER 2019				
Legal Services for the Buckinghamshire Council To consider arrangements for Legal Services for the Buckinghamshire Council.	Y	Shadow Executive	Part exempt (para 3)	Lead Member/ Officer(s): Catherine Whitehead Contact Officer(s): Catherine Whitehead

<p>Housing Infrastructure Fund Bids Overview To consider an overview of Housing Infrastructure Fund (HIF) bids</p>	Y	Shadow Executive	Part exempt (para 3)	<p>Lead Member/ Officer(s): Rob Smith</p> <p>Contact Officer(s): Joan Hancox</p>
<p>Princes Risborough Relief Road To consider a report on the HIF funded Southern Road links (Princes Risborough Relief Road Phase 1), revised assessment of costs and risks.</p>	Y	Shadow Executive	Part exempt (para 3)	<p>Lead Member/ Officer(s): Ian Manktelow</p> <p>Contact Officer(s): Ian Manktelow</p>
<p>Local Area Technicians (LATs) Future delivery options of LATs service</p>	Y	Shadow Executive	Part exempt (para 3)	<p>Lead Member/ Officer(s): Neil Gibson</p> <p>Contact Officer(s): Neil Gibson</p>
<p>Wycombe Regeneration Strategy and Outline Business Case for Eastern Quarter Draft Regeneration Strategy looking forward to 2050 for High Wycombe, Marlow and Princes Risborough.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Peter Wright</p> <p>Contact Officer(s): Peter Wright</p>

<p>Council Tax Reduction Scheme Approval of the scheme for Buckinghamshire Council</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p>Main Payscale, Reward, Terms and Conditions To consider a report on payscale, reward, terms and conditions</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
<p>Organisational Development Strategy 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>Devolution Offer To consider a proposal for a devolution offer. <i>Item amended 02.10.2019.</i></p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sara Turnbull</p> <p>Contact Officer(s): Sara Turnbull</p>

<p>Spending Protocol 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	Part exempt	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p>Programme Update 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 3 DECEMBER 2019				
<p>Delivery Vehicles/ Council Owned Companies To consider a report on Council owned companies</p>	Y	Shadow Executive	Part exempt	<p>Lead Member/ Officer(s): John Reed</p> <p>Contact Officer(s): John Reed</p>
<p>South East Aylesbury Link Road To consider a report on the South East Aylesbury Link Road, revised assessment of costs and risks.</p>	Y	Shadow Executive	Part exempt	<p>Lead Member/ Officer(s): Ian McGowan</p> <p>Contact Officer(s): Thomas Fitzpatrick</p>

<p>Local Plans - Transition and a new Local Plan for Buckinghamshire 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>Environment Policy Consideration of the approach and ambition towards an Environment Policy for Buckinghamshire Council.</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Neil Gibson</p> <p>Contact Officer(s): Penelope Tollitt</p>
<p>ICT, Digital and Information Strategy 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>Town and Parish Charter 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>Keeping it Local - Community Boards 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>Armed Forces Protocol Consideration of an Armed Forces Protocol for Buckinghamshire Council</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Lizzie Wright</p>
<p>Spending Protocol 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	Part exempt	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p>Programme Update 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 7 JANUARY 2020

<p>Draft Budget 2020/ 2021 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>Civic and Ceremonial Proposals 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>
<p>Wycombe Community Governance Review Community Governance Review for High Wycombe.</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Catherine Whitehead</p>

<p>Kingsbrook Community Governance Review Community Governance Review to consider what changes are needed to the parish arrangements within the Bierton with Broughton Parish Council area</p>	N	Shadow Executive		<p>Lead Member/ Officer(s): Bill Ashton</p> <p>Contact Officer(s): Craig Saunders</p>
<p>Spending Protocol 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	Part exempt	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
<p>Programme Update 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 28 JANUARY 2020

<p>Members Allowances Consideration of Members Allowances</p>	<p align="center">Y</p>	<p align="center">Shadow Executive</p>		<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Mathew Bloxham</p>
<p>Spending Protocol 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 align="center">Part exempt</p>	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>

TUESDAY 18 FEBRUARY 2020

<p>Draft Budget 2020/ 2021 Consideration of the final draft budget 2020/ 2021 for recommendation to the Shadow Authority.</p>	<p align="center">Y</p>	<p align="center">Shadow Executive</p>		<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
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<p>Union Facilities Time Agreement Consideration of the proposal on the granting of Trade Union paid Facility Time for the new Council</p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Anne Nichols</p>
<p>Spending Protocol 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	Part exempt	<p>Lead Member/ Officer(s): Richard Ambrose</p> <p>Contact Officer(s): Richard Ambrose</p>
TUESDAY 10 MARCH 2020				
<p>Spending Protocol 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	Part exempt	<p>Lead Member/ Officer(s): Rachael Shimmin</p> <p>Contact Officer(s): Roger Goodes</p>
<p>Programme Update 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>

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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

Report for:	Shadow Executive
Meeting Date:	22nd October 2019

Title of Report:	Shadow Overview and Scrutiny Committee's Work Programme
Shadow Overview and Scrutiny Chairman	Cllr Alex Collingwood
Responsible Officer	
Report Author Officer Contact:	Kelly Sutherland, Committee & Governance Manager ksutherland@buckscc.gov.uk
Recommendations:	The Shadow Executive is asked to NOTE the Shadow Overview and Scrutiny Committee's Work Programme.
Corporate Implications:	Reports must include specific comments from Legal and Finance Officers addressing any legal and financial implications of the recommendations. Comments from the Interim Monitoring Officer and Section 151 Officer for the Shadow Authority should also be sought and incorporated into this section. Add any other implications, where appropriate.
Options: (If any)	All options should be identified with a justification for the preferred option. If no alternative option, please explain why there are no alternative options to be considered.
Reason:	Summarise why the recommended option is the preferred option or action required.

1. Purpose of Report

- 1.1 The purpose of this report is to ensure that the Shadow Executive and members of the public have clear visibility of the work that the Shadow Overview and Scrutiny Committee will be undertaking to ensure that the transition to the new Buckinghamshire Council is safe and legal and will deliver better services for our residents.

2. Content of Report

- 2.1 Following a Member Workshop hosted by the Centre for Public Scrutiny (CfPS), the Shadow Overview and Scrutiny Committee agreed that a structured Work Programme was vital to ensure that the Committee could effectively scrutinise the transition to the new Buckinghamshire Council.

- 2.2 The Chairman and Vice-Chairman of the Shadow Overview and Scrutiny Committee and other key members held discussions with the Programme Management Office and other senior officers to identify key areas of work to be undertaken by the full Shadow Overview and Scrutiny Committee and by its two specific task and finish groups, set up to consider Budget and Implementation.
- 2.3 There are also items included that had been suggested by the Shadow Executive to help them to shape and inform future policy direction. (The Work Programmes for the Shadow Overview and Scrutiny Committee and the Budget Scrutiny and Implementation Task and Finish Groups can be found at Appendix 1)
- 2.4 The Shadow Overview and Scrutiny Committee considered and agreed the Work Programme for the Committee and the two task and finish groups – Budget Scrutiny and Implementation – at its meeting on 30th September 2019. It was agreed that the Chairman of the Shadow Overview and Scrutiny Committee would present these Work Programmes to the Shadow Executive for comment at today’s meeting.

3. Financial Implications

There are no financial implications for the Shadow Overview and Scrutiny Work Programme, as officer support is provided by existing Democratic Services teams.

4. Legal Implications

4.1 None

5. Consultation

5.1 N/A

6. Communications Plan

6.1 All meetings of the Shadow Overview and Scrutiny Committee are webcast and minutes are published to the Shadow Authority website.

7. Next Steps

7.1 Officers will continue to support the Shadow Overview and Scrutiny Committee and its two Task and Finish Groups in effectively scrutinising the Shadow Executive and contributing ideas for future policy development, by facilitating the Work Programmes as set out in Appendix 1.

Background Papers	<p>https://shadow-buckinghamshire.moderngov.co.uk/ieListDocuments.aspx?CId=140&MIId=224&Ver=4</p> <p>Agenda of Shadow Overview and Scrutiny Committee 30th September 2019 – Item 8</p>
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Date	Meeting Type	Topic	Description/Outcomes	Lead Officers/Report Authors
Monday 5th August	Formal Committee (webcast)			
Monday 2nd September	Committee Education Session	CFPS workshop- understanding the role of shadow scrutiny and ways of working	The workshop will discuss with members what the role of shadow scrutiny should be, effective ways of working and effective work programming	Members will understand the role and how it differs from scrutiny in the new council. Members will understand effective ways of working during the transition period. Members will develop their work programme for upcoming meetings.
Monday 30th September 6.30pm Mezz 1& 2 County Hall	Formal Committee (Webcast)	Council Access Points Customer Strategy – Model for Day One Committee and Task and Finish Group Work Programme	To comment on and review the proposals, to help inform the Executive’s decision. To comment on and review customer strategy, focusing on the impact on residents from day one of the new council. To develop a work programme as a basis for consultation with the Shadow Executive.	Sara Turnbull Lloyd Jefferies, Ben Unsworth and Maryvonne Hassall Kama Wager, Policy Officer.

		Shadow Executive Forward Plan	To review the forward plan and identify areas for the T&F groups explore and report back.	
Thursday 24 th October at 6.30pm Crowne Plaza (TBC)	Formal Committee (Webcast)	OD Strategy - Focus on Culture and Values Equalities Policy Development Implementation Plan Update Task & Finish Group	Pre decision scrutiny to help shape and inform strategy and policy. Pre decision scrutiny to help shape and inform policy. Review of progress of plan and any key risks.	Sarah Murphy- Brookman (BCC) TBC
Monday 25th November At 6.30pm Venue TBC	Formal Committee (Webcast)	Strategic Plan Comms and Engagement Strategic Plan Update Committee Work Programme T&F Group Updates	Pre decision Scrutiny to inform the final strategic plan for the council. To review progress on the Plan To consider WP and future items To report back to committee and highlight any areas of concern.	TBC Roger Goodes and Kate Walker (TBC) Kama Wager, Policy Officer T&F Chairs/Lead Members

Monday 16th December At 6.30pm Venue TBC	Formal Committee (Webcast)	Draft Council Constitution Employer of Choice	To review the draft constitution – particular focus on Overview and Scrutiny To discuss how to make Buckinghamshire Council an Employer of Choice	Cath Whitehead, Interim Monitoring Officer.
Monday 3rd February At 6.30pm Venue TBC	Formal Committee (Webcast)	Implementation assessment of progress ahead of day one.		
Tuesday 3rd March At 6.30pm Venue TBC	Formal Committee (Webcast)	T&F group updates and areas of referral for monitoring in the new council. Scrutiny Handover – to identify and highlight areas of focus to be referred to the new council scrutiny.		

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Implementation Task and Finish Group			
<p>The Implementation T&F group will maintain oversight of implementation plan through informal meetings with lead officers as outlined below. These meetings will also explore areas of focus identified through the updates that members feel they need to explore further. The T&F group will provide a verbal update at each formal committee meeting and will highlight any areas of risk or concern.</p>			
Date	Topic	Description/Outcomes	Lead Officers/Report Authors
Wednesday 18 September 10 am County Hall	T&F Planning Session	<p>To plan the approach to the T&F work and develop the key areas of focus and timings for the work programme.</p> <p>To understand the implementation plan and how to have oversight of it (including the 128 'must have' for day one.</p>	Roger Goodes, Programme Manager Kama Wager, policy Officer. Members: Barbara Gibbs, Lead Member
Tuesday 24 th September 2 -3pm County Hall PMO office	Implementation update Focus: Understanding the planning, delivery and monitoring of the implementation plan within the Programme Management Office and Review the 128 'must haves'.	<p>Members will visit the Project Management office to see the planning process and mapping of the implementation plan.</p> <p>They will also review the 128 'must haves' to ensure that all areas are required.</p>	Roger Goodes, Programme Manager Kama Wager, Policy Officer
Tuesday 5 th November 2-3:30pm Amersham	Implementation update Focus: Culture, Vision and Values	<p>Members will receive an update on the progress towards implementation plan and any areas of risk or concern.</p>	Roger Goodes, Programme Manager, Kama Wager, Policy Officer

		Following the review of the Occupational Development Strategy at formal Committee on the 30 th September, the T&F group will explore in more detail the plans and work so far to ensure that the culture and values work is being set and driven effectively. This will include understanding the Chief Executives' vision and the essential elements of the culture piece.	TBC – Lead Officers
Tuesday 3 rd December 1-2:30pm Aylesbury	Implementation Plan Update and Review	Members will receive an update on the progress and review any areas of risk.	Roger Goodes, Programme Manager Kama Wager, Policy Officer.
Tuesday 14 th January 2-3:30pm Wycombe	Implementation Plan Focus: Check and Challenge for Day One Plans	Members will review the plans for day one to ensure that progress is on track and highlight any areas of concern or risk.	Roger Goodes. Programme Manger Kama Wager, Policy Officer

Report to the Shadow Overview and Scrutiny Committee – An approach to Budget Scrutiny 2020/21

Background

The Constitution for the Shadow Authority sets out its relatively limited functions which include; approving a budget for the new Buckinghamshire Council, setting Council Tax rates for the area and approving the Buckinghamshire Council's policy framework.

A key task for the Shadow Overview and Scrutiny Committee is to scrutinise a Draft Buckinghamshire Council's Budget for 2020/21 and the Medium Term Financial Plans up to 2023, which will be recommended by the Shadow Executive on 7th January 2020. To this end, the following members have volunteered to establish a Task and Finish Group to undertake this specific scrutiny role.

Budget Task and Finish Group Members

Cllr John Gladwin	Chairman	
Cllr Chris Whitehead	Vice-Chairman	
Cllr Ralph Bagge	Cllr Lesley Clarke	Cllr Alex Collingwood
Cllr Peter Cooper	Cllr Christopher Ford	Cllr Guy Hollis
Cllr Steven Lambert	Cllr Richard Newcombe	Cllr Paul Turner

Role of the Budget Task and Finish Group (Budget T&FG)

The role of the Budget Task and Finish Group is to ensure that the budget proposals put forward for the new Buckinghamshire Council are realistic and deliverable and are in line with the new Council's priorities, as outlined in its Strategic Plan.

Through interrogation of financial data and performance information and by questioning Portfolio Holders and relevant supporting officers, the Budget T&FG will assess whether budget proposals are sufficiently robust. After gathering evidence, the Budget T&FG will then produce a report making recommendations to the Shadow Executive to highlight any areas of risk and to suggest any amendments to be considered ahead of the Budget being agreed by the Shadow Authority in late February.

Key Timing Considerations

Work is already underway on building the 2020-23 Medium Term Financial Plans (MTFP) and this process is being led by the Unitary Programme Boards. Early drafts will be reviewed by senior officers and the Shadow Executive during the Autumn, before the final draft budget is confirmed in January 2020. (See *attached Appendix 1 – High Level MTFS Process*)

In **October**, the Budget T&FG can develop their background knowledge and understanding of how the budget is being built and the financial assumptions which have been used. It has been suggested that members might each choose to focus on one of the ten portfolio areas. In **November**, informal preparatory meetings will be held with each Portfolio Holder.

January 2020 will be the period of intense activity for the Budget T&FG. **W/C 7th January**, the Section 151 Officer will give a more detailed private briefing to the Budget T&FG to confirm the Local Government Settlement and highlight any key challenges or budget pressures that members should be aware of. Members will also be informed of any public consultation feedback and guided through the Draft Budget paperwork.

W/C 13th January - It is suggested that meetings of the Budget T&FG, where Portfolio Holders will be questioned on their budget proposals should be held in public and webcast. This will be during **w/c 13th January 2020** to enable all portfolio holders to be questioned in turn and to enable the Budget T&FG to then develop its recommendations and final report which will need to be considered by the Shadow Executive at its meeting on **18th February 2020**.

Portfolio Holder meetings should ideally take place over 4 consecutive days. This helps members and officers to keep their focus and to identify interdependencies across portfolio areas. Meetings and webcasts can be publicised to encourage public engagement - public questions could also be invited by social media or email.

The timing of Portfolio Holder meetings is a key consideration. Whilst Shadow Overview and Scrutiny Committee meetings are usually being held in the evenings, it is suggested that these meetings could be held during the day to accommodate member and officer attendance. All day meetings may be required to ensure that each portfolio holder has adequate time for questions. If meetings were in the evening, realistically you could only have two Portfolio Holders per meeting - this would mean stretching to five consecutive evenings, followed by further meetings of the Budget T&FG to share ideas and develop the report. As the timescale to produce a report and recommendations to the Shadow Executive meeting is extremely tight, the Portfolio Holder meetings need to be condensed into as short a time as possible.

Please see table summarising the Budget T&FG activity timeline below:

	October	November	December	Early January 2020	Mid - January 2020	February 2020
Proposed Date/s	24 th October at 5pm, Crown Plaza, Marlow TBC	Dates to be confirmed	w/c 9 th December – Dates to be confirmed	w/c 7 th January – Shadow Executive agree draft budget Date for Task and Finish Group to meet TBC	13 th -17 th January – Portfolio Holders Meetings w/c 20 th January – report drafting	18 th Feb - Shadow Executive – receive the Budget T&FG Report & Recommendations. 27 th Feb - Shadow Authority agree final budget
Purpose	Financial Assumptions Briefing – S151 Richard Ambrose	Informal preparatory meetings with each Portfolio Holder	Informal preparatory meetings.	Private Budget Briefing – S151 Richard Ambrose	To question individual Portfolio Holders on their budget proposals. Meetings to be held in public and webcast to enhance openness and engagement.	The Shadow Executive will consider and respond to the Budget Task & Finish Group's Report and Recommendations.
Outcome	Members will have a greater understanding of the financial assumptions underlying the draft budget and how budgets have been aligned to the 10 new portfolio areas.	Members will be able to have an informal discussion with each Portfolio Holder around key budget challenges.	Members will discuss key lines of enquiry and ensure all relevant data will be available for January.	Members will receive the most up to date information regarding emerging budget pressures and Local Government Settlement and will be guided through the Draft Budget paperwork.	Members will identify areas of concern and make recommendations in a report to the Shadow Executive, which will be considered alongside the final budget to go forward for Shadow Authority approval.	A balanced budget is agreed for the new Buckinghamshire Council.

Key Lines of Enquiry

The Budget T&FG, working closely with the Scrutiny Officer, will identify some key lines of enquiry to follow during the Portfolio Holder meetings. Whilst the portfolio areas are very different, there will be consistent questions that can be put to all of them e.g.

- How will your proposals impact on Buckinghamshire residents?
- How do your budget proposals fit with the Council's overall objectives and priorities as outlined in the Strategic Plan?
- What are the biggest areas of risk in your budget and what plans are in place to mitigate them?

The Budget T&FG will be provided with a considerable amount of information as background to the financial proposals, including Business Plans for significant savings plans or capital investments, Equality Impact Assessments, Performance data, etc

Report for:	BUCKINGHAMSHIRE SHADOW EXECUTIVE
Meeting Date:	8 October 2019

Title of Report:	Consequential Parliamentary Order on LGR
Responsible Officer or Relevant Member:	Joanna Swift, Legal Advice Sub Group
Officer Contact:	Joanna.swift@chilternandsouthbucks.gov.uk 01494 732761
Recommendations:	<ol style="list-style-type: none"> 1. That matters to be included in a Supplementary Provision and Miscellaneous Amendments Order as a consequence of the Buckinghamshire Structural Changes Order 2019 be noted and submitted to MHCLG 2. That the Interim Monitoring Officer in consultation with the Chief Executive be authorised to submit any further matters that may arise to MHCLG for consideration and take all actions necessary to progress the drafting of the Order
Corporate Implications:	A Supplementary Provision and Miscellaneous Amendments Order is a legal requirement to ensure Buckinghamshire Council can undertake all the functions of the predecessor authorities
Options: (If any)	To agree the proposed list of matters or to make addition/amendments.
Reason: (Executive only)	To ensure that MHCLG has the necessary information to progress the drafting of a Supplementary Provision and Miscellaneous Amendments Order in readiness for vesting on 1 April 2020

1. Purpose of Report

This report highlights certain rights, functions and legislative amendments which need to be addressed as a consequence of the creation of a unitary council in Buckinghamshire and included in a statutory Order made by the Secretary of State to come into force on 1 April 2020.

2. Content of Report

The structural changes order for Buckinghamshire abolishes the existing 2 tier councils with effect from 1 April 2020. The functions exercised by the current district and county councils transfer immediately to the new single tier council on vesting day by virtue of Regulations made under the Local Government and Public Involvement in Health Act 2007, together with all property and assets.

However, there are certain matters including ceremonial arrangements and charter rights which require a specific statutory order for a transfer to take effect. There are also pieces of legislation which refer to the current councils and require amendment as a consequence of the structural changes order.

The Secretary of State therefore needs to make a Supplementary Provision and Miscellaneous Amendments Order (“the Order”) to give legal effect to the necessary transfers. The matters that have been covered in previous such Orders are listed below, together with comments on whether these apply in respect of the structural changes in Buckinghamshire. Should it become apparent there are further matters which need to be addressed in the Order delegation is sought for the Interim Monitoring Officer, in consultation with the Chief Executive, to refer these to MHCLG for consideration, to ensure that the legislative timetable is not delayed.

Pension Fund Transfer

The local government pension fund currently maintained by Buckinghamshire County Council needs to be vested in Buckinghamshire Council and consequential amendments made to the Local Government Pension Scheme Regulations 2013. The Order will therefore need to include relevant provision to ensure this takes place.

Charter Rights for Markets and Fairs

Rights, such as market rights and the rights to hold fairs that have been granted to, or vest in, the current councils by Royal Charter, do not transfer under the transitional Regulations and need to be included in the Order. Rights to markets and fairs have been identified in Aylesbury and Buckingham; Chesham; High Wycombe and Princes Risborough. These Charter rights are currently exercised by or on behalf of Aylesbury Vale District Council, Chiltern District Council and Wycombe District Council respectively. Relevant provisions will therefore need to be included in the Order to transfer these to Buckinghamshire Council.

Charter Trustees

The only Charter Trustees remaining following local government re-organisation in 1974 are in High Wycombe. The trustees comprise district members for the Town wards and the Mayor is elected from the trustees. If there is a Town Council the Charter Trustees are subsumed into the new Town Council by law. If not, the Charter Trustees remain and the Order will need to ensure that the elected representatives for the new Buckinghamshire Council wards corresponding to the former Wycombe District wards, become the trustees. Whether the Order needs to address this is dependent on the outcome of a Community Governance review for High Wycombe.

Amendment of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003

The Dorset Order included this to make provision for housing revenue account debt and share capital in relation to the newly established Bournemouth, Christchurch and Poole Council. It is assumed that one or more of the predecessor councils had a housing revenue account but as this is not the case in Buckinghamshire, there should be no requirement to include this particular provision in the Order for Buckinghamshire Council.

Chilterns AONB Conservation Board

The Board was established by Order in 2004 and each of the current districts and the county council are named as members (i.e. a total of 5 principal authority member representatives from Buckinghamshire). After vesting day Buckinghamshire Council will only have 1 representative, as is the case with other unitary councils who sit on the Board. This will affect the statutory balance required between the representation of principal authorities (40%), parish councils (20%) and other organisations on the Board. Therefore the Order will need consequential amendment to delete reference to the current authorities and ensure Buckinghamshire has more than 1 representative.

Lords-lieutenant, Sheriff and Port Authorities

It is not considered that the Order needs to include provisions in relation to the Lords-Lieutenant and the Sheriff because these are already County based appointments and there is no disaggregation of authorities which was the case in Dorset. There is no requirement for provisions in the Buckinghamshire Order on Port Authorities for obvious reasons.

Stoke Poges Memorial Gardens and Farnham Park

South Bucks inherited responsibility for maintenance of the memorial gardens and park in trust under a private Act, the Eton Rural District Act 1971. As South Bucks District is not referred to in this Act the transitional Regulations do not operate to effect an automatic transfer to Buckinghamshire Council and an amendment to the 1971 Act will need to be included in the Order.

3. Consultation

Information has been sought from all work streams as part of legal template and the responses received to date are reflected in the list at paragraph 2 above.

4. Next Steps

The list of matters will be provided to MHCLG to inform the preparation of a draft statutory instrument.

Background Papers	None other than those referred to in the report.
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Report For:	BUCKINGHAMSHIRE SHADOW EXECUTIVE
Meeting Date:	22 October 2019

Title of Report:	New brand identity for Buckinghamshire Council
Shadow Portfolio Holder	Cllr Martin Tett
Responsible Officer and Relevant Members:	Emma Denley, Head of Communications, BCC Cllr Angela Macpherson & Cllr Warren Whyte (Leads for the member working group)
Officer Contact:	Emma Denley 01296 382864 edenley@buckscc.gov.uk
Recommendation:	To approve the proposed logo as the new brand identity for Buckinghamshire Council.
Corporate Implications:	<p>There are a number of council assets or items that legally require branding or require the council's name to be displayed from 1 April 2020. This list of assets will be brought to the Shadow Executive in a rebranding strategy in October 2019 together with the breakdown of costs for the re-branding work. A budget has already been allocated for the rebranding activity.</p> <p>The development of the new brand has been fully resourced in-house using three designers already employed by the County and District Councils. All consultation and engagement activities were also undertaken by council officers with a total spend of approx. £1k on providing expenses payments to residents attending a branding focus group session. This was given in the form of vouchers.</p>
Options:	Numerous brand identity options have been provided, discussed, refined and reduced over the past two months with the member working group. This resulted in a final set of three concepts being shown to groups of residents, employees and members.
Reason:	The recommended logo design delivers on the agreed design brief for the new brand identity for Buckinghamshire Council and meets accessibility criteria. A set of three final design concepts were taken through a consultation process with residents, employees and members. The recommended logo was the most popular design overall.
Appendices:	Appendix 1 – Detailed analysis of focus group results

1. Purpose of the report

The purpose of this report is to seek agreement on the new brand identity for Buckinghamshire Council. This includes approval of the logo, the associated colour palette and the font to be used on the new council's assets. Examples of the application of the brand (a letterhead, a vehicle and a social media post) are included in the report.

A separate report known as the new branding strategy will be completed at the end of October 2019 which will identify items and assets that will be recommended for rebranding in readiness for or from 1 April 2020. The report will include a comprehensive list of assets that require rebranding by law and will identify the costs for implementation of the new branding.

2. Executive Summary

This report recommends a logo, or a brand identity, for the new Buckinghamshire Council. The logo will be a key element of the branding for the new council and has been developed by in-house graphic designers with input from the member working group. The new branding will play an important role in visibly marking a new start for local government in Buckinghamshire.

The recommended logo has been selected through testing with Buckinghamshire residents, members and employees. The new brand identity together with full branding guidelines will be available at the end of the year.

3. Background

In July 2019, the Shadow Executive approved the design brief - a document that was created to ensure that officers and members involved in the branding project understood the reason for branding the new organisation, the intended audience and the expected project outcomes. It was also agreed that the design work would be developed over the summer with guidance and support from the member working group comprised of members from each of the existing councils and led by Councillor Angela Macpherson (AVDC) and Councillor Warren Whyte (BCC).

The term 'brand' represents and articulates an organisation's purpose, proposition, positioning, and personality. The brand includes the organisational vision, values, behaviours, strategic goals and tone of voice.

A 'brand identity' is the visible elements of a brand, such as colour, design and logo that identify and distinguish the organisation in residents' or stakeholders' minds. The brand identity can be applied to printed materials, letterheads, websites, software applications, vehicles, signage on building, staff identity badges etc.

This report provides the recommended new brand identity.

It is not a legislative requirement for local authorities to use a logo/brand in addition to their name. It is however, standard practice and it is accepted that Buckinghamshire Council's brand will be ready for use on 1 April 2020.

A corporate brand identity plays an important role in the way the Council will present itself to internal and external stakeholders. It is recommended that all services delivered by Buckinghamshire Council be clearly and consistently branded with the new brand identity. This will help increase residents' awareness of the full range of services provided by their council. The brand identity comprises four functions:

- a. Provides visibility and recognition ensuring residents know that the new authority exists, what services are available, how to access services and where to go for information.
- b. Contributes to the image of the Council and therefore its reputation.
- c. Enables a relationship between external stakeholders and the Council to be easily identified.
- d. Allows employees to identify with the organisation and to the specific areas they work within.

Please note that this report does not cover the branding used for civic purposes. A decision about the use of a Buckinghamshire coat of arms will be made by the new Council once elected and will be worked on as part of the Legal and Governance workstream.

4. Summary of principles that have been applied to the branding project

A set of criteria was developed and followed in order to create this brand identity. The criteria were set out in full in the design brief agreed in July.

In summary, other principles are:

- The new brand has been developed by internal designers already employed by the existing councils. These officers will also support the implementation of the new brand.
- A single brand has been produced that will be used across **all** services that make up Buckinghamshire Council. This will include a logo, a colour palette and a font that will be applied to all items requiring the identity. Services will not have their own logos or identities.
- The new brand identity will be accessible and will work for all audiences including those with visual impairments.
- The new brand identity is flexible and works in a range of sizes and formats including digital.
- The new brand will be as unique as possible and not similar to the logo of any other council or commercial organisation nor is it similar to any of the council's historic branding.

5. Development of the new brand identity

Initial design concepts were drafted taking inspiration from around Buckinghamshire and from conducting research on other local authorities, including other unitary councils. This research, together with the approved design brief enabled the member working group to agree on the direction the concepts should take.

It was the Buckinghamshire countryside and beautiful landscapes that provided the most compelling inspiration. Over a quarter of the county is included within the Chilterns area of Outstanding Beauty and a further third covered by the Metropolitan Green Belt.



Both traditional and modern logos from other authorities were reviewed. The county's rich history was researched, in particular the **swan emblem**.

The link with the swan dates back to the Anglo-Saxon times when Buckinghamshire was known for breeding swans for the king (at that time the bird was considered a delicious meal). Its earliest known use was by a 12th century Sheriff of Buckingham on a badge and then came to the Mandeville family through marriage and inheritance. The last male Mandeville died in 1227 when the swan badge passed to the de Bohun family who made good use of it.

Today the swan, typically with the background colours of black and red, can be seen across the County and is used by many organisations including the Buckinghamshire and Milton Keynes Fire and Rescue Service, the Bucks County Show, the High Sheriff of Buckinghamshire and scouting and guiding clubs.

Other authorities make use of an animal that has been linked with their counties for generations. This includes Leicestershire with a fox, Hertfordshire with the stag and Warwickshire with a bear.



As the initial design concepts were discussed, refined and reduced to the final set of three, it became clear that a swan would feature in the final identity.

It was also important that the new identity fitted with the emerging personality of the new Buckinghamshire Council. Through the work of establishing the vision and values of the new council, the designers and the member working group were able to draw inspiration from this. The new brand identity needed to reflect innovation, openness, integrity, ambition and trust.

6. Process undertaken to recommend this brand identity

- Step One* The design brief was agreed and the team of three designers presented an initial set of nine design concepts to the member working group on 30 July 2019. Each concept explored different design approaches, ranging from contemporary shapes to more traditional logos.
- Step Two* Following review and discussion, three concept ideas were taken forward and developed with consideration of colour and how it was going to be applied to assets. A further nine concepts based on these three ideas were presented to the member working group on 28 August 2019.
- Step Three* A final set of three concepts were agreed and refined to take forward for feedback via focus groups held with residents of Buckinghamshire, employees from all 5 existing councils and County and District Councillors (as agreed in the design brief report). Focus groups were held in the first two weeks of September where participants were asked to choose the logo they thought was best suited to the new council. Employees were also asked to 'vote' in flash polls at roadshow events.
- Step Four* The feedback from the focus groups resulted in the final concept being recommended to the Shadow Executive and further refinement work to the logo, colour palette and fonts being undertaken in line with the comments received.
- Step Five* Undertaking of accessibility testing of the final logo.

7. Brand identity recommendation – the Buckinghamshire Council logo

The logo that is being recommended for Buckinghamshire Council is known as ‘Spectacular Landscapes’.

This logo represents Buckinghamshire’s spectacular landscapes with our rolling hills, rivers, ancient woodlands and, as a nod to the history, a swan in flight.

The ‘stamp’ concept is enclosed by an outline which forms the shape of the river and the hills. The text circles the logo for practicality as the word Buckinghamshire is long (15 letters). The text ‘est. 2020’ will be included on items like letterheads as it explains neatly that a new council has been introduced for those residents or stakeholders that are unaware of the change. It is recommended that this is a short term solution and the words ‘est. 2020’ would be used for the first few years only. The ‘est. 2020’ would not be included on long term assets such as signage.



Full colour logo

The logo versions shown below include the main logo inverted for use on assets such as uniforms and the landscape option that will be needed for the website. The small versions will be required for social media platforms and smaller items such as business cards.

The monochrome versions will be used when it is not practical to print in colour and will be used on uniform where embroidery is used for example.

Inverted



Greyscale



Landscape



**Buckinghamshire
Council**



**Buckinghamshire
Council**

Smaller scale



**Buckinghamshire
Council**

8. The supporting colour palette – Spectacular Landscapes

The logo itself is a single colour and therefore the use of the secondary colour palette will be important to provide interest and will play a part in affirming the council's new brand identity with its residents and employees.

The extended colour palette will enable the development of promotional materials still in keeping with the colours found in the Buckinghamshire landscape. The inspiration for the colour palette is shown in the Buckinghamshire photos shown below.

Primary colours - for the logo and as background colours for text



Deep River

Charcoal

White

Secondary colours - for branding elements only



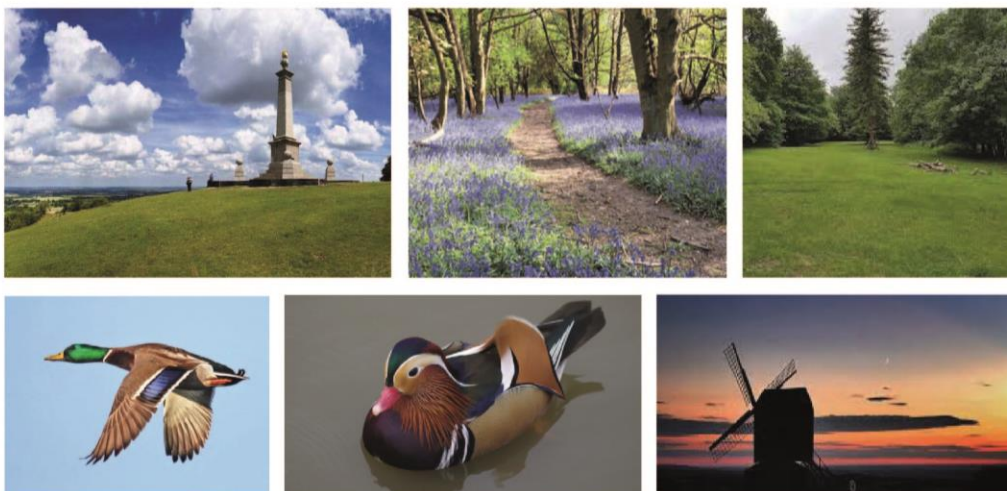
Beech Leaf

Ancient Woodland

Grand Union

Aylesbury Duck

Extended colour palette



Land - fields, trees and bluebells



Sky - sunny days and sunsets



Rivers - birds found in rivers



Examples of the Spectacular Landscapes brand identity are shown below on an identity card, lanyard, Tweet, letterhead, strategy document and on the Gateway building in Aylesbury. These are initial artist impressions only and the communications team will work with relevant services and workstreams to ensure the application of the new brand identity is appropriate and meets specific requirements.

The 'Tab' will be used as a holding device for the logo to give documents, in particular letterheads (as seen below), a modern official feel. The tab can also be used to add colour to a document and be used to differentiate sections in a report.





Buckinghamshire Council
 Walton Street
 Aylesbury
 HP20 1UA

Telephone: 01296 123456
Email: info@buckinghamshirecouncil.gov.uk
 www.buckinghamshirecouncil.gov.uk

Name _____ Name of employee _____
 Address 1 _____ Position of employee _____
 Address 2 _____
 Address 3 _____ Telephone Number _____
 Postcode _____ email@buckinghamshirecouncil.gov.uk

Date _____
 Ref: (optional) _____

Dear _____

FIRST PARA - begin with a one sentence explanation of what the letter is for. Complete the paragraph with a fuller explanation of what you want the person to do and a clear description of what the council is doing to solve the problem.

SECOND PARA - the context for what is happening, why it is necessary and what the outcome would be if it wasn't done.

THIRD PARA - a detailed description of what is happening. This should contain:

- The actual impact and who will be affected
- Or explain why the decision has been taken and say when and who made the decision
- Or the key milestones.

FOURTH PARA - a description of any support that is available and how to get involved.

FINAL REMARKS - A note of reassurance, a reminder of what the recipient needs to do and where they can go to get more information.

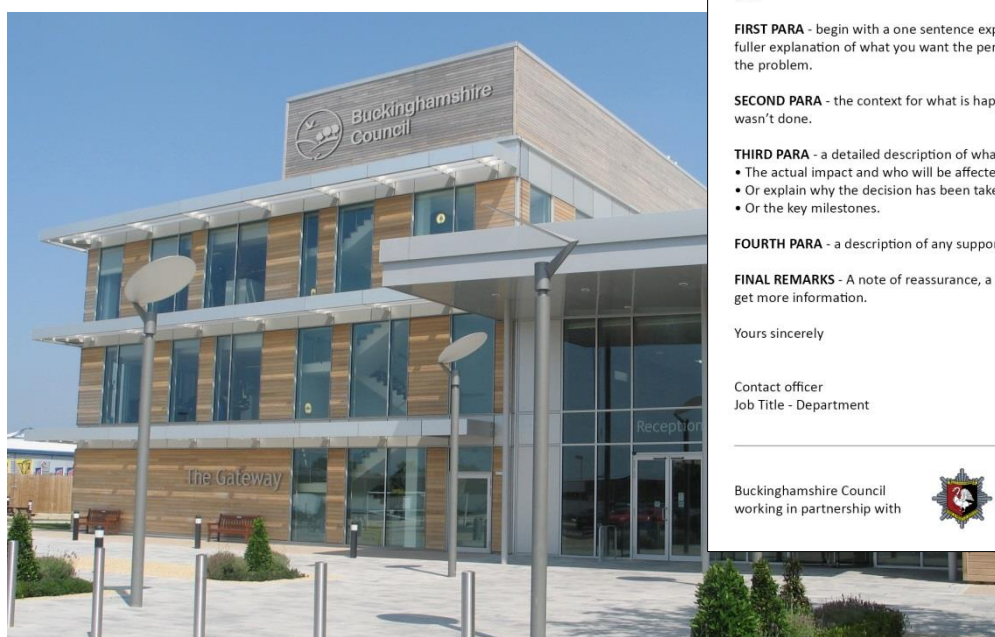
Yours sincerely _____

Contact officer _____
 Job Title - Department _____

Buckinghamshire Council working in partnership with







9. The Buckinghamshire Council fonts

When developing the new brand identity, a number of fonts were looked at. Serif fonts (where a small line or stroke is regularly attached to the end of a larger line in a letter) felt too reflective of the past and not accessible so were not considered.

The sans serif fonts 'Acumin' and 'Calibri' were both chosen for the clean modern lines and legibility across a range of sizes. It is anticipated that Calibri will be adopted by the council as the default font across all Microsoft software.

Primary font

Adobe creative cloud fonts

Headings - Acumin Semibold

ABCDEFGHIJKLMNOPQRSTUVWXYZ 0123456789
abcdefghijklmnopqrstuvwxyz ?!'£&%*()::@<>/+="

Subheadings - Acumin Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ 0123456789
abcdefghijklmnopqrstuvwxyz ?!'£&%*()::@<>/+="

Body copy - Acumin Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ 0123456789
abcdefghijklmnopqrstuvwxyz ?!'£&%*()::@<>/+="

Secondary font

Microsoft compatible fonts, only used where primary font is unavailable

Headings and subheadings - Calibri Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ 0123456789
abcdefghijklmnopqrstuvwxyz ?!'£&%*()::@<>/+="

Body copy - Calibri Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ 0123456789
abcdefghijklmnopqrstuvwxyz ?!'£&%*()::@<>/+="

10. Financial Implications

The development of the new brand has been fully resourced in-house using three designers already employed by the County and District Councils. All consultation and engagement activities were also undertaken by council officers with a total spend of approx. £1k on providing expenses payments to residents attending a branding focus group session. This was given in the form of vouchers.

A budget of £755k has been agreed for the implementation of the new brand identity. Details of how this budget will be allocated will be detailed in a separate strategy at the end of October 2019.

11. Legal Implications

It is not a legislative requirement for local authorities to use a logo/brand in addition to their name. It is, however, standard practice and it is accepted that Buckinghamshire Council's brand will be ready for use on 1 April 2020.

There are a number of council assets that legally require branding, or require the council's name to be displayed from 1 April 2020. This list of assets will be bought to the Shadow Executive in the new branding strategy together with the breakdown of costs and timescales for the re-branding work.

There is also the option for trademarking the logo in order to protect against third party imitation within the UK. This process would take between nine and twelve months to complete, if agreed to proceed and the standard fee is £170. There would also be an ongoing annual cost of employing an agency to monitor/protect the trademark.

A large number of authorities choose to register their logo as a trade mark (a sign or symbol used to distinguish products and services from those of other traders). The benefit of registration is the ability to prevent others from using the logo without permission. Although an unregistered trade mark is capable of protection, infringement is often more difficult to prove. In order to be registerable a trade mark must be:

- Capable of being represented graphically
- distinctive
- capable of distinguishing goods or services; and
- not excluded by statute

If the authority decides that the branding should be registered, clearance searches will need to be undertaken to ensure it does not infringe any third party rights

12. Dependencies

All of the unitary workstreams have one or more dependencies on the completion and agreement of this new brand identity. There are some areas, such as parking services, where the authority name and identity is required by law in order to enforce parking charges from 1 April 2020. In some instances the new logo will need to be supplied as early as October 2019 due to the timescales involved, for example the production of Council Tax bills for residents for 2020/21.

13. Consultation

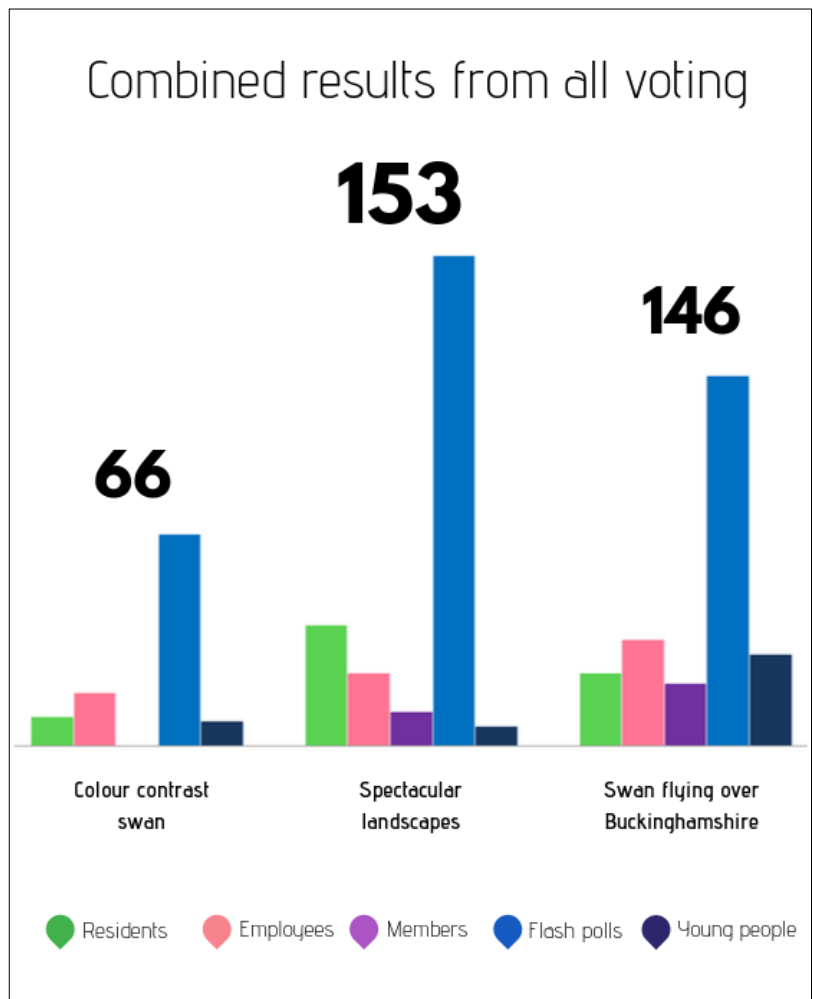
A programme of consultation has taken place with Buckinghamshire residents and elected members and employees of all existing councils. The groups were diverse, and included young people (a group of Year 5 pupils and a group of looked after children), lifelong residents of Buckinghamshire, those new to the county, and employees from a broad spectrum including senior management, employee and union representatives, depot staff, and new recruits. Residents were recruited for the focus groups via an advertising campaign across the county with the best response from adverts placed on social media channels.

Focus groups	No. of participants
5 evening resident sessions	46
2 sessions with Councillors	20
5 employee sessions	48
2 sessions with young people	28
Employee roadshows (flash polls)	223
TOTAL	365

Feedback from these people was collected via 14 formal branding focus groups (lasting on average 40 minutes) where participants were asked to comment on the **three final branding concepts**. They were asked to comment on whether the concepts reminded them of any other products or organisations, what they thought about the colour, the font, the imagery and then an overall ‘vote’ about which was preferred for the new council. The materials provided included iterations of the logo design to show it in use on a bin lorry, letterheads, and on social media, as well as versions in landscape and black and white.

Feedback was also received via three employee roadshow events where attendees were asked to vote for their preferred concept. No specific discussion took place about the concepts; it was simply a flash poll. Therefore, the results from the roadshows should be viewed somewhat separately to those from the focus groups.

The detailed analysis of the focus group events can be found in Appendix 1.



This graph shows the combined results of all people asked for their view on the preferred logo for the new council.

14. Communications Plan

A comprehensive communications plan will be developed to launch Buckinghamshire Council's new brand identity. This will be focussed on the Council's primary service users and key partners. It is likely that the launch will take place in January 2020.

A detailed branding guidelines document will be produced for employees and for our service providers and partners. This document will be promoted along with the new brand identity so that employees are able to make the necessary changes to documentation and other council's assets, themselves, where reasonable.

15. Equalities Implications

Accessibility requirements were a key feature of the design brief. The brand identity has been tested for people with visual impairments and has **passed**.

The logo and colour palette were tested using the Web Accessibility Guidelines (WCAG) which sets a single shared standard for web content. This, in particular, looks at appropriate levels of colour contrast with text.

The fonts Acumin and Calibri have been chosen as they are both accessible and widely available. Both of these fonts are 'sans serif' meaning without the decorative line. It is therefore widely accepted that the shape of the letter is plain and easier to read for people with a visual impairment or those who having learning disabilities such as dyslexia.

16. Next steps

- October 2019 – New branding Strategy to be bought to and agreed at Shadow Executive.
- November 2019 – Work carried out on the creation of branding guidelines to enable employees, with support and guidance from the communications team, to apply the new brand identity to assets. Full guidance will be available for use at the end of the year.
- January 2020 (TBC) - Official launch of Buckinghamshire Council with promotion of the new logo etc.

Background Papers	None.
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Appendix 1 – Detailed analysis of focus group results

Focus groups were selected as a preferred approach to gathering views on the new brand identity as the group discussion could be steered around the key themes whilst allowing sufficient time for issues and discussion points to be explored in more detail. This enabled us to develop an understanding of branding preferences in addition to the rationale underpinning those preferences.

All focus group participants were asked to comment on the same three branding concepts. They were asked to comment on whether the concepts reminded them of any other products or organisations, what they thought about the colour, the font, the imagery and then an overall 'vote' about which was preferred for the new council.

Materials provided at each of the focus groups included iterations of the logo applied to a bin lorry, a letterhead and on a social media post, as well as versions in landscape (as it would be seen on the website) and in monochrome.

Resident focus groups

Focus groups with residents were carried out across Buckinghamshire. This was to ensure that residents across all five existing council areas were able to have their say. In all, **46 residents participated in five sessions:**

- Aylesbury - 29 August: 13 attendees
- Denham - 2 September: 4 attendees
- Amersham - 3 September: 12 attendees
- Buckingham - 3 September: 6 attendees
- Wycombe - 5 September: 10 attendees

And 28 young people were also surveyed in smaller, more informal focus groups:

- Ashmead Combined School – 13 September: 15 Year 5 attendees
- We Do Care Group – 14 September: 13 care leaver attendees

Key themes emerging from resident groups

1. Balancing heritage and the future is important

- Participants questioned whether the swan imagery was relevant to Buckinghamshire in the 21st century.
- There was equal division over whether the 'Est. 2020' is needed; some liked it as it referenced a new start, but others thought it was more appropriate for a shop than a council.
- Calls for modernity, or reference to urban life or progress, were voiced.
- Some references were made to the county flag, and the heraldic imagery of Buckinghamshire, which were generally neutral observations.

2. A grown up font, and sentence case typography were preferred

- Sentence case lettering was widely preferred to all capitals, as it's easier to read.

- Participants were broadly in agreement that the layout of text would read better if 'Buckinghamshire' was top of the circle, 'Council' bottom.
- Group preference for font is the blocky typeface; the rounded one looks too young.
- Some group members suggested lettering in all caps, as well as the two words running together, may not be good for accessibility.

3. Strong colours work best but some concerns raised about use of teal

- The use of teal was questioned by some participants in most groups, though many liked it. The question was raised more than once about the colour's longevity.
- Some concern was voiced about what will print best / most economically, particularly the gradient landscape swirl (Swan flying over Bucks concept).
- Some participants thought that Swan flying over Bucks would be better black or white rather than grey, and the beak on the Colour contrast swan yellow, or orange like a real beak.
- Monochrome is important; detail is lost in designs Spectacular landscapes & Swan flying over Bucks. Comments for Contrast swan; in black it looks very like the current BCC logo.
- Many people mentioned green would be a better colour than teal.

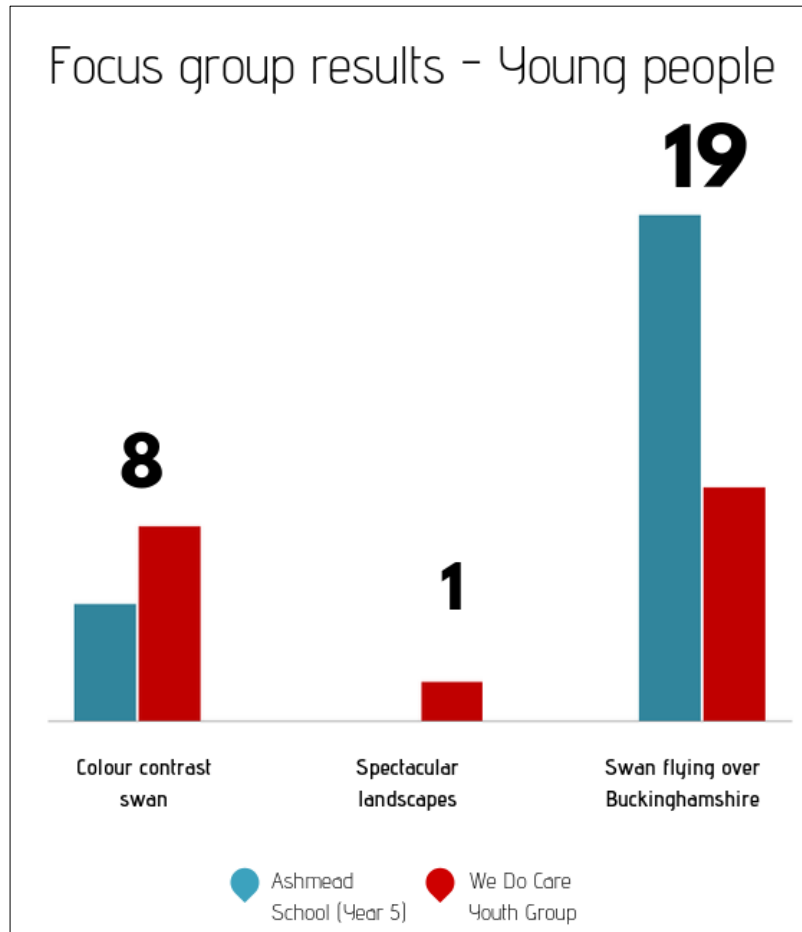
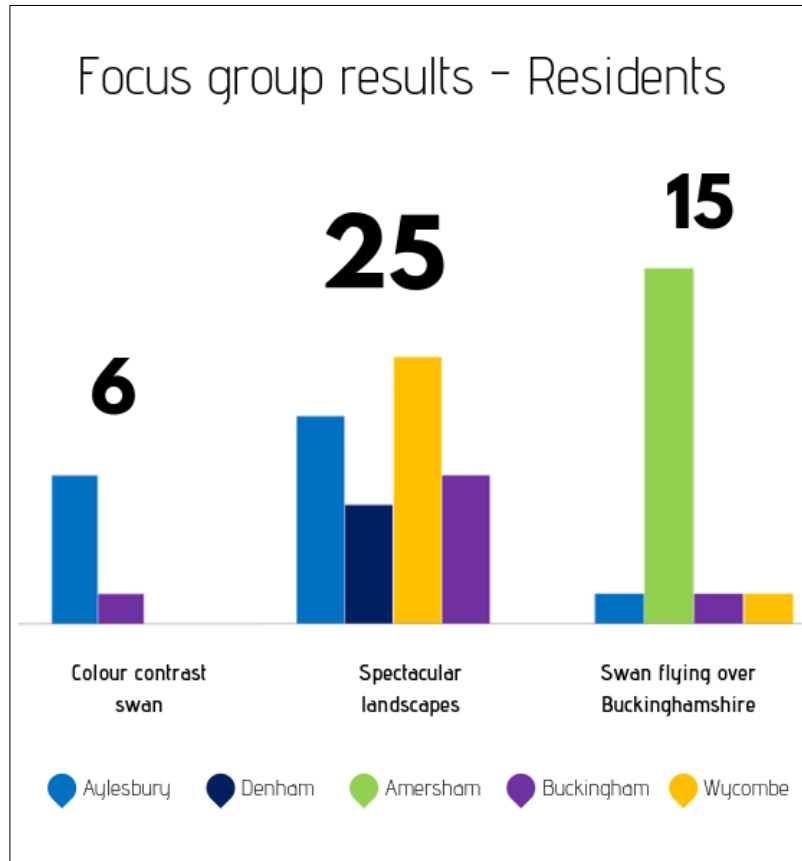
4. Similarities with other brands/logos

- Contrast swan in particular was compared to the current BCC logo several times.
- Other similarities / comparisons with other organisations: Swansea FC, Wimbledon, Swan Vesta matches, wildlife and wetlands charities or rescue organisations (across all 3 concepts).

5. All three concepts call to mind wildlife organisations

- References to wildlife / wetlands / bird rescue organisations were mentioned in every group.
- It was questioned whether it's usual to see flying swans, as they are usually on water.
- Some thought the flying swan looks more like a goose, in particular in relation to the colour.
- Several commented whether it would be better to have a Red Kite than a flying swan.

Overall, while there were strong feelings for and against all the concepts, the preferred option for the residents groups was 'Spectacular Landscapes'. The preference from the young people was for 'Swan flying over Buckinghamshire'.



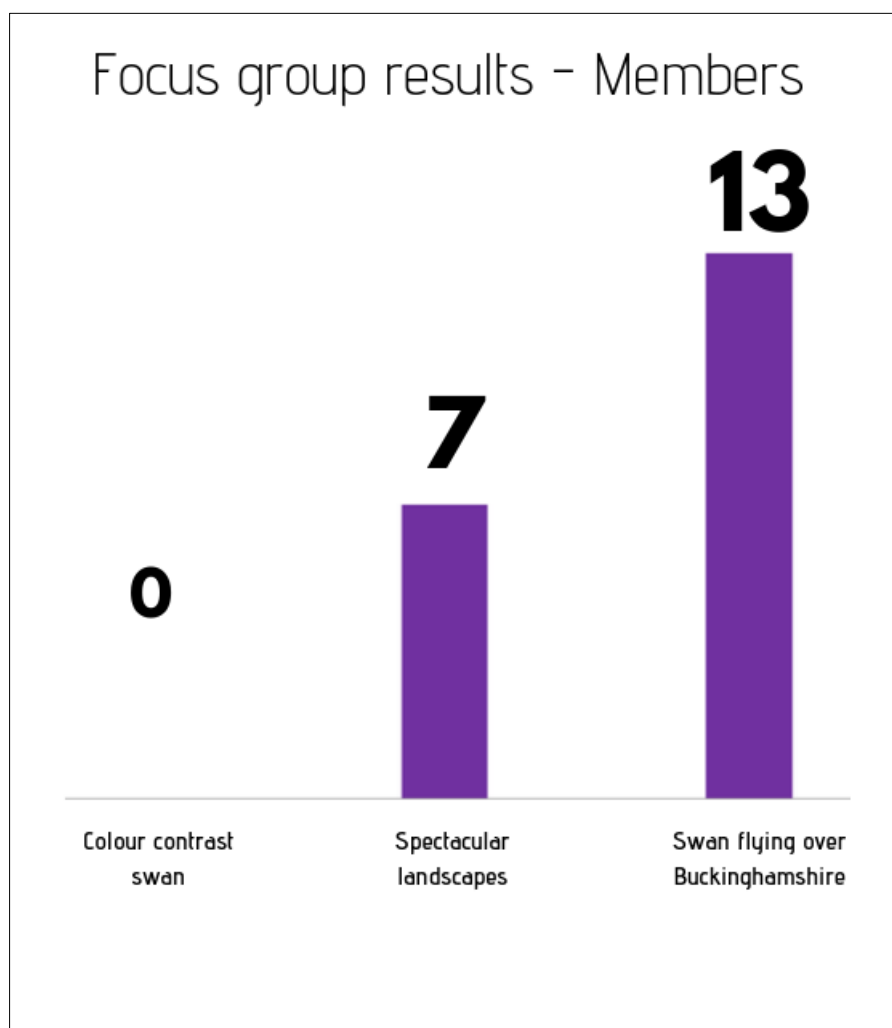
Member focus groups

Two focus groups were held for members, one in the north and one in the south of the county, on Monday 9 September. In total, **20 members** attended to discuss the logo concepts.

Key themes from members

- There was discussion over the appropriateness or relevance of the swan, with some feeling it looks back to the old days too much and represents the County Council. Several suggestions to use a red kite instead.
- The colour was discussed, with some comments saying that while they like teal, it may date. Others saw it more as green, and commented it was already in use for three of the five existing councils.
- There was agreement that whatever the logo was it needed to work in black and white, and generally agreed that the spectacular landscapes concept worked best in black and white.
- There were equal voices asking for a logo representing the green landscape of Buckinghamshire, and for regeneration / progress.
- While there were a couple of voices for the 'Est. 2020' (or for displaying it in Roman Numerals) overall it was felt that it would not be relevant within a few years.

Overall the two groups were split with the southern group preferring 'Swan flying over Buckinghamshire' and the north group preferring 'Spectacular landscapes'.



Employee focus groups

Six staff focus groups were carried out across all five existing councils, which were each open to all invitees, regardless of which council they work at. Some invitees were selected due to the fact they work with the branding regularly within their roles. A section of union and employee representatives were invited, together with a random selection of employees to achieve a broad cross section of seniority and length of time at the councils.

In all, **51 staff had their say:**

- BCC session - 2 September: 12 attendees
- CSBDC session - 6 September: 13 attendees
- WDC session - 9 September: 7 attendees
- AVDC session - 11 September: 12 attendees
- BCC session - 13 September 6 attendees

Key themes from staff

1. Opinion was firmly divided over the appropriateness of using the swan

- There was some very strong feeling, particularly with Colour contrast swan concept, that by continuing the use of the swan we are looking to the past, and 'rebranding Buckinghamshire County Council'.
- Many felt the Swan flying over Bucks concepts resembled geese rather than swans, and questioned whether flying swans is a common occurrence.

2. Colour was viewed from a functional, rather than aesthetic, viewpoint

- Teal (on concepts Colour Contrast and Spectacular landscapes) was popular with lots of people, but it was suggested the colour is currently on trend and may date quickly, not looking fresh in coming years.
- Everyone was agreed that whatever design was chosen it needed to look as good in black and white as in colour. Swan flying over Bucks went down in favour due to its silhouette not being clear, whereas Spectacular landscapes shone as the better monotone choice.

3. The typography needs tweaking

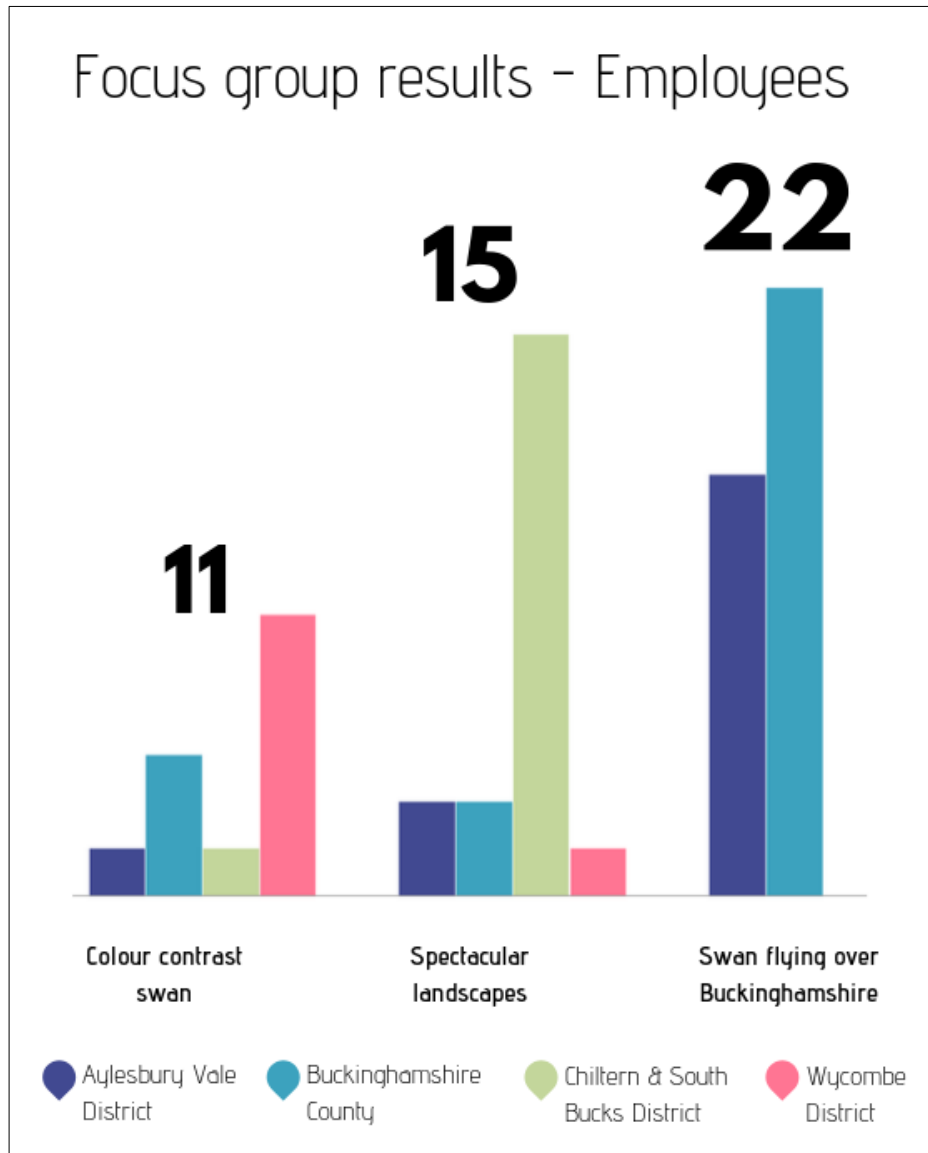
- Rounded lettering of 'Buckinghamshire Council' was considered hard to read and possibly old fashioned.
- There was a preference for sentence case text over all caps.
- It was asked if Buckinghamshire be at the top and council bottom (of the roundel) to split them out and make it easier to read.

4. Ultimately, 'Est. 2020' is possibly not a lasting message

- Many thought the 'Est. 2020' was a good thing to show the new start, but agreed it would only be relevant for a few years.
- Others thought it was not appropriate for a council at all, and more like something seen on a shop, or pub.

- It was also suggested that some residents may be unnerved by too much of a reference to a brand new council, as it could inadvertently give the idea that some services may change immediately, or there may be a lapse – for example – in support (such as housing benefit etc.).

Overall the ‘Swan flying over Bucks’ was the preferred concept, but was the ‘marmite choice’ with some strongly negative comments alongside the more positive ones.

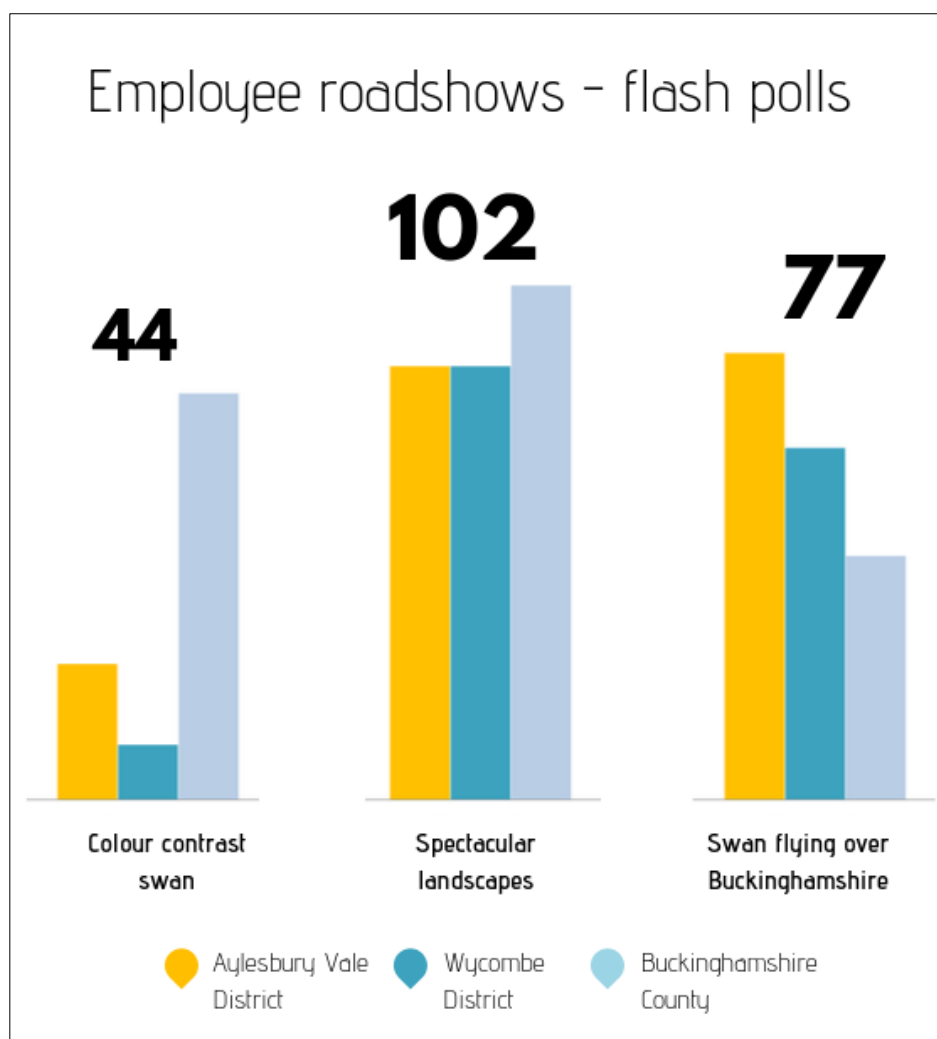


Employee roadshow flash polls

The three concepts were also taken to three of the employee roadshow events hosted by Chief Executive of the council, Rachael Shimmin, where employees were asked to vote on their preferred design. This included one event at Aylesbury Waste Depot.

No discussion took place over the designs and the votes are considered a quick snapshot of people's thoughts on the day; some participants at staff focus groups mentioned they had also been to roadshows and cast their votes for different concepts when they had time to digest the designs and how they would be used. Therefore, the results from the roadshows should be viewed somewhat separately to the in-depth focus group session results as different methodologies were used.

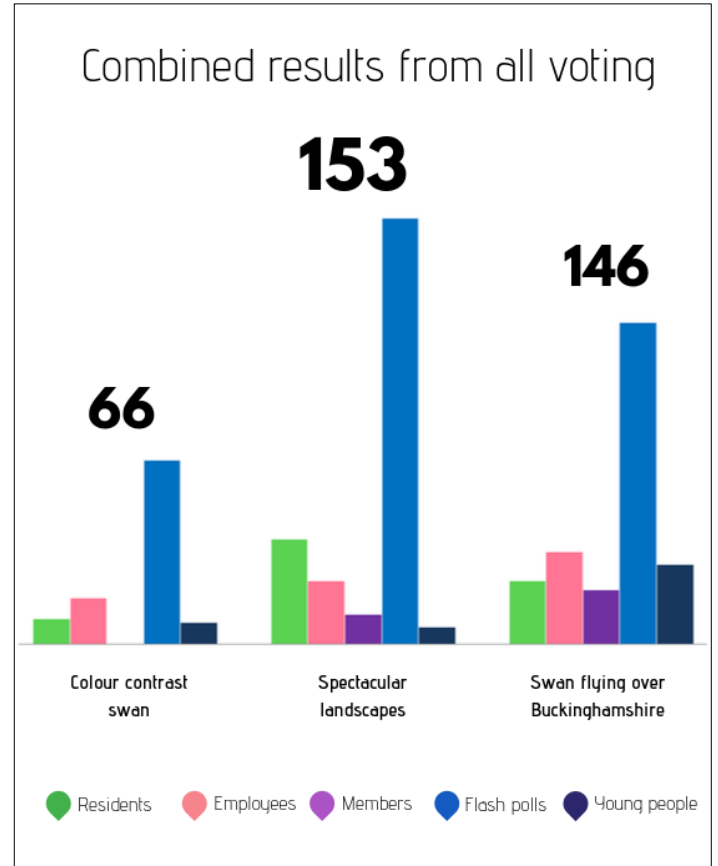
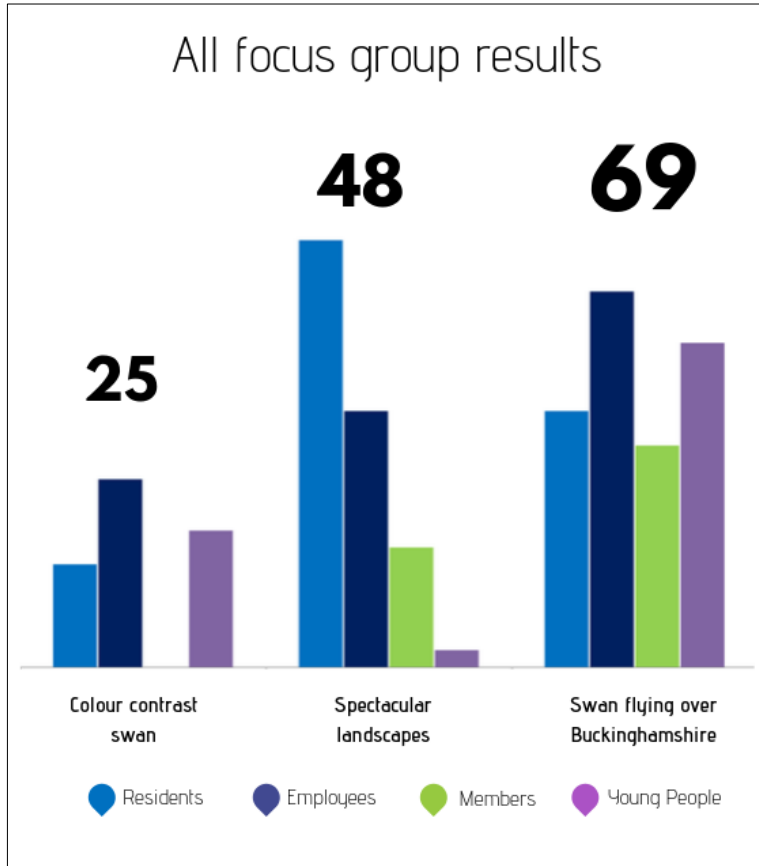
Overall the 'Spectacular landscapes' was the preferred concept from this quick snapshot of employee views.



Overall results

The graphs below show the results from all of the focus groups (i.e. without the flash polls) and the combined results from all voting.

Overall results put ‘Spectacular landscapes’ as most popular with 153 votes, ‘Swan flying over Buckinghamshire’ second most popular with 146 votes and ‘Colour contrast swan’ least preferred with 66 votes.



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Report for:	Shadow Executive
Meeting Date:	15 October 2019

Title of Report:	Buckinghamshire Unitary Council Programme Update
Shadow Portfolio Holder	Councillor Martin Tett
Responsible Officer	Rachael Shimmin, Interim Head of Paid Service, Chief Executive Buckinghamshire Council, Chief Executive Buckinghamshire County Council
Report Author Officer Contact:	Roger Goodes, Programme Manager 01296 674486; rgoodes@buckscc.gov.uk
Recommendations:	That the update is noted
Corporate Implications:	n/a
Options: (If any)	n/a
Reason:	This report provides an update on the progress made with the programme to establish the new unitary council for Buckinghamshire.

1. Purpose of Report

- 1.1 This report provides an update on the progress made with the programme to establish the new unitary council for Buckinghamshire.

2. Executive Summary

- 2.1 The Leader has appointed Portfolio Holders from within the Shadow Executive. These interim arrangements cover 10 areas. They will primarily focus on the work to build the budget for the new council.
- 2.2 Overview and Scrutiny met on 30th September to agree their work programme which will focus on the budget and implementation plan.
- 2.3 The PMO have been working to finalise the list of 'must haves' for Day One. There are currently 128 'must haves' across the programme with a number of associated critical milestones. The Implementation Plan has been updated with this information.
- 2.4 The Corporate Management Team recruitment (Tier 2) has concluded, with the final interviews held on the 10th and 11th October. Confirmation of who the Senior Appointments Committee has decided to appoint will be made public shortly. The

recruitment of Tier 3 managers will begin at the end of this month.

- 2.5 The Chief Executive for the new council has now extended her Corporate Management Team to include the interim Chief Executives of the District Councils. This group allows significant BAU items to be discussed, whilst allowing the Chief Executives Implementation Group to focus on transition items. This is helping to manage the issues from senior staff leaving the existing councils. In addition the interim Chief Executives and the relevant s151 officers from the District Councils are now also attending the budget board led by the Chief Executive for the new council.
- 2.6 Following a number of engagement events including residents, members and staff a preferred brand for the new council has been identified and will go forward for a final decision by the Shadow Executive at its meeting in October.
- 2.7 There are on-going regular communications, with a particular focus on members, staff, employee representatives, trade unions, town and parish councils and key partners. The consultations on the Council Tax Reduction scheme and Community Boards ended recently. A consultation on priorities for the new council together with the new council's budget will run during October and November.

3. Content of Report

Shadow Executive

- 3.1 At the Shadow Executive meeting on the 10th September, the Executive agreed the following: Shadow Executive Portfolio Holders; a Pay Policy Statement; a decision on the Chiltern Lifestyle Centre; the establishment of a shadow Bucks Growth Board and to defer to the new Council a decision on a new car park in Gerrard's Cross.
- 3.2 At the same meeting the Executive agreed the appointments to the Independent Remuneration Panel to set a scheme of members' allowances for the new Council.
- 3.3 The Shadow Executive Portfolios which are just for the transition period are listed below:

Shadow Portfolio	Scope	Shadow Portfolio Holder	Deputy Portfolio Holder
Leader	<ul style="list-style-type: none"> • Economic Development • Strategic infrastructure • Localism • Policy, Comms & Dem Services 	Martin Tett	Steve Bowles
Deputy Leader & Resources	<ul style="list-style-type: none"> • Customer & Digital • IT • Finance, including Revs & Bens • HR • Property & Assets 	Katrina Wood	John Chilver
Health & Culture	<ul style="list-style-type: none"> • Culture • Sport & Leisure • Health Partnerships • Public Health 	Gareth Williams	Patrick Hogan

Shadow Portfolio	Scope	Shadow Portfolio Holder	Deputy Portfolio Holder
Adult Social Care	<ul style="list-style-type: none"> • Safeguarding Older People • Mental Health • Physical Disability • Learning Disability 	Angela Macpherson	David Martin
Children	<ul style="list-style-type: none"> • Safeguarding • Fostering & Adoption • Children with Disabilities • Children in Need • Early Help • Youth Provision 	Warren Whyte	Liz Walsh
Education	<ul style="list-style-type: none"> • Education Improvement • Adult Learning & Skills • SEND • Early Years 	Anita Cranmer	Tony Green
Communities	<ul style="list-style-type: none"> • Housing & Regulatory services • Homelessness • Trading Standards • Licencing • Registrars & Coroners • Voluntary & Community Sector 	Isobel Darby	Dev Dhillon
Transport	<ul style="list-style-type: none"> • Highways • Integrated Transport • Parking • Strategic Flood Management • Rights of Way 	Mark Shaw	Steve Broadbent
Planning	<ul style="list-style-type: none"> • Strategic Planning • Development Management • Affordable Housing delivery • Town Centre Regeneration 	Nick Naylor	Clive Harriss
Environment	<ul style="list-style-type: none"> • Environmental policy & Climate Change • Energy & Resources • NEP • Waste 	Bill Chapple	Fred Wilson

3.4 At their meeting on 8th October Members agreed an Interim Civil Contingencies Policy, proposals for Council & Community Access Points across the county which will be in operation from 1st April 2020, an update to the Implementation Plan and confirmed the position on the Waste Procurement contract currently being progressed by Chiltern, South Bucks and Wycombe District Councils.

Overview & Scrutiny

- 3.5 The Overview & Scrutiny committee met on 30th September and discussed Council & Community Access Points, the Customer Strategy – Model for Day One, the Committee Task and Finish Group Work Programme and the Shadow Executive Forward Plan.
- 3.6 The Implementation Task and Finish Group met on 24th September with the Programme Management Office to review the Implementation Plan including the critical ‘must haves’.
- 3.7 Overview and Scrutiny next meet on 24th October. At this meeting they will consider the Organisational Development Strategy for the new council, including a focus on culture and values, the development of an equalities policy and an update from the Implementation task and finish group.

Programme Boards Update

- 3.8 The Resources, Communities and Housing Growth & Economy programmes are all currently reporting as amber, the same position as last month.
- 3.9 This reflects the ongoing work to finalise plans for the critical work required for day one and the finalisation of solutions and proposals for how the new council will operate.
- 3.10 This position is being kept under review and at this moment nothing has been identified which it is felt poses a risk to the overall programme.
- 3.11 Across the programme, workstreams have identified a total of 128 critical ‘must haves’ which need to be delivered by 1st April 2020. These are listed in the revised Implementation Plan which is available on the Shadow Authority website.
- 3.12 Within the programme monitoring referenced above the progress of each of these is reviewed. Currently none of the ‘must haves’ are reported as ‘Red’, whilst 25 are ‘Amber’, 98 are ‘Green’ and 5 have been completed. Of those reported as ‘Amber’ none have been identified at this time as a risk to the overall programme delivery. Two main issues underpin the ratings one is slight slippage in delivery dates and the other is the finalisation of plans and final solutions for the work.
- 3.13 The list of critical ‘must haves’ are under constant review and it is expected the number will change as work develops and further critical work is identified or it is decided previous requirements have changed and a ‘must have’ is no longer required. A change control process is in place to ensure any changes to the list of ‘must haves’ is reviewed by both the Programme Management Office and Programme Boards. A number of change requests have been raised and are under currently review.

Organisational Structure

- 3.14 The Corporate Management Team recruitment (Tier 2) has concluded with the final interviews held on 10th and 11th October 2019. Confirmation of who the Senior Appointments Committee has decided to appoint will be made public shortly. The recruitment of Tier 3 managers will begin at the end of this month.

- 3.15 The recruitment for managers at the next level (those people who report to members of the Corporate Management Team) will begin at the end of October after the new Corporate Management Team have reviewed the draft structure. These posts will be appointed no later than mid-December 2019.

4. Communications Plan

- 4.1 A broad programme of communications continues targeting all of our key stakeholders, including staff members, town and parish councils and strategic partners.
- 4.2 Planning work is now underway on the detailed communications plan in the run up to 1st April 2020. A big focus of this will be on making sure residents know how to contact the new council and to publicise any changes to how services will be delivered. This will be accompanied by a training programme for officers and a detailed engagement programme for members.
- 4.3 A programme workshop took place on 12th September, bringing together senior staff from across all 5 councils. The agenda covered the new Chief Executive's aspirations for the new authority, customer empathy, mapping as part of the customer and digital workstream and a session focussing on the localism programme.

5. Conclusion

- 5.1 With just six months to go until the new council comes into existence, there remains a considerable amount of work still to be delivered. However we are now starting to deliver some key elements of the programme, for example the new corporate management team and a new identity for the council.
- 5.2 With the robust plans we have in place, together with the strong governance arrangements we remain confident we will deliver the critical activity required to ensure the new council is successfully established on 1st April 2020.

Background Papers	None
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