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SHADOW OVERVIEW & SCRUTINY COMMITTEE

Date: Monday, 30 September 2019

Time: 6.30 pm

Location: Mezzanine Rooms 1 - 2, Buckinghamshire County Council, Walton Street, HP20 1UA - Aylesbury

Membership: Councillors: R Bagge, P Birchley, L Clarke OBE, A Cole, A Collingwood (Chairman), P Cooper, C Ford, B Gibbs, J Gladwin (Vice-Chairman), G Hall, G Hollis, P Jones, P Kelly, S Lambert, R Newcombe, S Renshell, R Stuchbury, P Turner, J Waters and C Whitehead

Webcasting Notice

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Fire Alarm

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AGENDA

- | | |
|---|----------------|
| 1. CHAIRMAN'S INTRODUCTIONS | 6.30 pm |
| 2. APOLOGIES FOR ABSENCE | 6.35 pm |
| To receive any apologies for absence. | |
| 3. DECLARATIONS OF INTEREST | 6.40 pm |
| Members to declare any interests. | |
| 4. MINUTES OF THE LAST MEETING (Pages 1 - 10) | 6.45 pm |
| To approve the Minutes of the Shadow Overview & Scrutiny Committee meeting held on 5 August 2019. | |
| 5. COUNCIL ACCESS POINTS | 6.50 pm |
| The Committee will receive a presentation on Council Access Points. Members will then have an opportunity to ask questions and comment on the proposals to help inform the Shadow Executive's decision. | |

- 6. CUSTOMER STRATEGY** **7.20 pm**
- The Committee will receive a presentation on the customer strategy, focussing on the impact on residents from day one of the new Council. Members will then have an opportunity to ask questions and comment on the proposals to help inform the Shadow Executive's decision.
- 7. SHADOW EXECUTIVE FORWARD PLAN (Pages 11 - 24)** **7.50 pm**
- To consider the Shadow Executive Forward Plan.
- 8. COMMITTEE AND TASK AND FINISH WORK PROGRAMME (Pages 25 - 40)** **7.55 pm**
- To discuss the proposed Work Programme.

Delivering the new **BUCKINGHAMSHIRE COUNCIL**

Shadow Overview & Scrutiny Committee Minutes

Date: 5 August 2019

Time: 6.32 - 8.52 pm

PRESENT: Councillor A Collingwood (in the Chair)

Members: Councillors P Birchley, L Clarke OBE, P Cooper, B Gibbs, J Gladwin (Vice-Chairman), G Hall, G Hollis, S Lambert, L Monger, S Renshell, R Stuchbury, P Turner, J Waters and C Whitehead

1. CHAIRMAN'S INTRODUCTIONS

The Chairman welcomed all members and officers to the meeting and there were introductions around the table. The Chairman reminded members that the Committee needed to be focussed on scrutinising and enabling the effective transition to the new Council. It was hoped that the best talents from all five existing councils would be retained and that the new Unitary Council would deliver quality services for residents.

A member agreed that the Committee had to look forward and focus on what was best for Buckinghamshire residents.

2. APOLOGIES

Apologies for absence were received from Councillor Ralph Bagge, Councillor Peter Jones and Councillor Richard Newcombe. It was noted that Councillor Llew Monger was substituting for Councillor Peter Jones for the duration of the meeting.

3. DECLARATIONS OF INTEREST

There were none.

4. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 8th July 2019 were agreed as a correct record, subject to one amendment regarding an inaccuracy in one of the agenda reports.

Under Item 7, Communications and Engagement Strategy, an additional bullet point would be added at the top of the bullet point list to read as follows: -

A member commented that p35 of the agenda, the Communications and Engagement Strategy referred to 'The County's five MPS'. It was noted that there were actually seven MPs for the county of Buckinghamshire, but five in the area corresponding to the new Unitary Council.

ACTION: Democratic Services

There was a discussion about the procedure for substitutes for the Committee and if they should even be allowed at all. It was noted that the Alliance group had nominated two standing deputies to attend as substitutes on the Committee if needed. It was agreed that the procedure for substitutes would be investigated after the meeting.

ACTION: Catherine Whitehead

A member noted that there had been a number of different reports and follow up information which had been requested at the Committee's first meeting and it was unclear which of these might still be outstanding. The Democratic Services Officer was able to confirm that some of the actions had been completed, but it was agreed that any outstanding items would be followed up.

ACTION: Democratic Services

A member asked if the Committee had adequate resource in place to support its work. In response, the Chairman explained that whilst there was no physical budget for the Committee, it had access to the same officer resource as the Shadow Executive, with Democratic Services staff supporting both.

It was agreed that the dates of all future meetings would be put into members' diaries. It was noted that formal meetings, which would be webcast would usually be held in Aylesbury, although a venue in the south of the County was being investigated. Informal meetings would be held in various venues.

ACTION: Democratic Services

5. TIER 2 AND TIER 3 LEADERSHIP REWARD, TERMS & CONDITIONS

The Chairman welcomed Mrs Sarah Murphy-Brookman, Director of Human Resources and Organisational Development (HR&OD), Buckinghamshire County Council to the meeting. Mrs Murphy-Brookman introduced the report on Tier 2 and 3 Leadership, Reward, Terms and Conditions and highlighted the following:

- A spot salary structure had been recommended instead of a pay spine as this would help to attract and retain the best talent. Salaries would be set within the parameter of the Leadership Pay Broad Band as outlined on page 11.
- Benchmarking of terms and conditions had been undertaken using Epaycheck and Hay Paynet, which were widely used in local government. In addition, benchmarking had been carried out against other councils with populations over 300,000, e.g. Hertfordshire and Cornwall and near neighbours had been considered to ensure competitiveness.
- The recruitment process for Tiers 2 and 3 would soon be underway. The advertisements for Tier 2 posts would be published on 12th August, with a

view to appointment by the end of October. Tier 3 recruitment would commence in October, with a view to appointing by the end of December.

- Consultation with Senior staff regarding structures and new job summaries had already started. Anyone who chose not to apply for the Tier 2 or 3 roles or were unsuccessful would then have individual discussions about possible roles. As there was still a significant amount of transformation to take place, the expertise of existing senior managers would still be needed.
- There would be no compulsory redundancies – anyone at Tier 2 or 3 without a new post would TUPE over to the new Council on 1st April, although some senior managers had indicated that they may wish to take voluntary redundancy. There would be one year of Terms and Conditions protection, as some of the district councils currently had more generous leave allowances.

In response to members' questions and during the subsequent discussions the following main points were noted:

- Some Tier 2 manager posts had been slotted in, namely the Director of Children's Services (DCS) and the Director of Adult Social Care (DASS). There would be some limited slotting in at Tier 3 if job roles essentially remained the same.
- The consultation on the structure for Tier 2 and 3 would close on 5th August. It was agreed that the structure chart would be shared with the Committee, along with an outline of the number of posts currently at Tier 2 and 3 to allow for comparison.

ACTION: Sarah Murphy-Brookman

- A member asked if a reduction in terms and conditions would be a common theme that would be extended further down the pay scale, as it was important that existing staff should feel valued. In response, Mrs Murphy-Brookman explained that the total package for senior managers had to be affordable. Modelling for wider staff was progressing and trade union and employee representatives would be consulted on proposals. It was also noted that pay protection rights from the existing five councils would be transferred as part of TUPE.
- It was noted that the Hay Job evaluation methodology was used to evaluate all jobs. This generated a job size which was then used to identify a mid-point for salaries and this can be finessed further according to market scarcity, experience etc.
- In response to a question about what the criteria would be for managers to qualify for a bonus, it was explained that a performance framework was currently being designed. This would involve agreeing objectives at the start of the year and progress would be assessed at the end of the year. The Leader would agree objectives for the Chief Executive and Tier 2 roles would have objectives set by the Chief Executive.
- It was noted that clarity around objectives and bonus awards was needed for members and the public. Mrs Murphy-Brookman emphasised that bonuses would only be available to senior managers if the Council had sufficient resources. Even then if the Pay Committee were not satisfied with the level of performance, there would be no bonuses, therefore members were able to retain control.

- A member also commented that the Delivering Successful Performance (DSP) system at Buckinghamshire County Council was complex and not universally popular with staff, so it was important that any new performance management framework was robust and transparent. It was suggested that it would be helpful to get external advice on possible performance management frameworks and it was important that staff were well-trained on how any new system should work.
- A member raised concerns about the how the mid-point salaries set out in Annex 1 had been calculated, indicating that he felt they were too generous. He suggested that the mid-point for Tier 2 should be £142,000, rather than £155,000 and Tier 3 should be £107,000 rather than £120,000. A note to explain how these figures were arrived at was requested to be appended to the minutes of the meeting.

ACTION: Sarah Murphy-Brookman

The Chairman thanked Mrs Murphy-Brookman for attending the meeting.

6. CONSOLIDATED FINANCIAL POSITION

The Chairman welcomed Mr Richard Ambrose, Interim Section 151 Officer for the Shadow Authority to the meeting. Mr Ambrose introduced the report on the Consolidated Financial Position and highlighted the following:

- There was a legal requirement to produce a balanced and robust budget for the new Unitary Council.
- The budget needed to align with the Council's strategic priorities, be able to deliver its statutory duties and there should be a clear understanding of both member and officer accountabilities.
- With a gross budget of just over £1billion, it would be one of the largest Unitary Councils in England.
- Five Programme Boards had been established to manage the transition and two Shadow Executive members had been assigned to each of the Programme Boards. These members and officers on the Programme Boards would be reviewing the robustness of the current consolidated Medium Term Financial Plan (MTFP) proposals, identifying any potential savings and considering any unexpected service pressures.
- It was noted that some risks had already been identified and mitigation work was already taking place.

In response to members' questions and during the subsequent discussions the following main points were noted:

- It was noted that the figures in the table at paragraph 10 did not reconcile with the figures laid out on page 25 of the report. Mr Ambrose advised this was because the diagram on page 25 used 2019/20 figures and the table at p10 began with 2020/21.
- It was noted that different district councils had different policies around Community Infrastructure Levy (CIL), S106 agreements and New Homes Bonus(NHB) and this was being reviewed corporately. The impact of CIL would have to be modelled.

- The Unitary Business Case had proposed savings of £18.2million. It was felt that this could still be achieved, but over a longer period of time as significant transformation of services would not happen until after vesting day on 1st April 2020.
- In response to a question about Council Tax growth being shown at 3% when any rise was limited by the 1.99% referendum threshold, Mr Ambrose explained that it was a reflection of anticipated housing growth. It was agreed that further detail would be provided on this.

ACTION: Mr Ambrose

- In addition a member requested more detail on the consolidated budget figures, as some of the numbers were very different to the individual Council's budget papers. Mr Ambrose acknowledged that the Budget Task and Finish Group would want more detail and this would be provided.

ACTION: Mr Ambrose

- The Committee also requested a list of the Programme Boards and their membership and if any service pressures had been identified mid-year, then it would be useful to share this information with the Committee. Mr Ambrose also agreed to attend a future meeting to explain any funding assumptions that were underpinning the current budget building exercise.

ACTION: Mr Ambrose

- A member asked if there would still be a fund available to Aylesbury Vale to encourage Parish and Town Councils to take development in their area. NHB had previously been used in this way. It was also noted that if the new Council wanted to introduce CIL this would require a Local Plan to be agreed for the whole area which might take four or five years to develop. Mr Ambrose explained that he was aware of the concerns of Parish and Town Councils in Aylesbury Vale and the implications of CIL and all options would be considered.
- A member raised concerns about the costs of transformation not being factored into the consolidated budget. Mr Ambrose acknowledged that there would be costs associated with transformation and each Programme Board was being asked to consider this and to produce detailed business cases to bid for funding. The use of reserves was one option to fund transformation.
- It was suggested that all capital projects should be re-examined by the Shadow Executive, even if they had already been agreed by one of the existing five councils, due to the ongoing budgetary implications. Mr Ambrose indicated that it was likely that capital projects would be revisited as a priority.
- A member expressed concern about the possible financial risks highlighted in the report in connection with the Localism agenda. He questioned why devolving services would create additional costs for the new Council. Mr Ambrose explained that the idea of establishing Community Boards, to make decision making more local also had a financial implication as a devolved budget of £2m had been initially discussed. A consultation on Localism was due to begin very shortly.
- It was noted that the Medium Term Financial Plan (MTFP) would be for the next three years, with the first years information being more detailed. Whilst there would be initial savings from the new management structure ie Tiers 1-3, further savings proposals would be included in the MTFP.

The Chairman thanked Mr Ambrose for attending the meeting and it was noted that he would provide further detail at future meetings of the Committee and the Budget Task and Finish Group.

7. HARMONISATION OF COUNCIL TAX REDUCTION SCHEMES

The Chairman welcomed Mr Richard Ambrose, Interim Section 151 Officer and Mr Andy Green, Revenue and Benefits Service Manager, Wycombe District Council to the meeting. Mr Ambrose explained that the aim of the proposals in the report was that harmonisation of Council Tax reduction schemes should be cost neutral and also minimise the impact on claimants.

Mr Green reported that a six week consultation would launch at the end of the week. This had been publicised in the media and discussions had been held with organisations such as Citizens Advice Bureau. Vulnerable groups such as pensioners, disability claimants and lone parents with children under five would still be protected.

In response to a member question there was a brief discussion around the differences across the five councils.

8. HARMONISATION OF COUNCIL TAX DISCOUNTS AND PREMIUMS

Mr Richard Ambrose, Interim Section 151 Officer and Mr Andy Green, Revenue and Benefits Service Manager, Wycombe District Council introduced the report on Harmonisation of Council Tax Discounts and Premiums. Mr Green explained the table on page 35 of the agenda, which detailed the current policies of each of the four district councils and highlighted any differences.

The recommended level of discounts for the new Buckinghamshire Council were laid out in the table on page 37 of the agenda and would be as follows:

- Unoccupied and substantially unfurnished (Class C) - 1 calendar month
- Unoccupied and substantially unfurnished requiring major repairs (Class D) – 50% discount for 12 months
- Second Homes (furnished) – 10% discount
- Long Term Empty Premiums – 100% after empty for 2 years, 200% after empty for 5 years and 300% after empty for 10 years (from Apr 2021)

Mr Green reported that it was helpful to know about Second Homes as it helped with New Homes Bonus (NHB) therefore it made financial sense to offer a 10% discount across the County. A member questioned the Second Homes discount and noted that if the government made changes to NHB then the policy would need to be revisited. Mr Ambrose agreed that if national policies changed then all local policies impacted by that change would have to be reviewed.

The Chairman thanked Mr Ambrose and Mr Green for attending the meeting.

9. COMMITTEE TASK AND FINISH GROUPS

The Chairman reported that a number of members had volunteered to join one of the two task groups - the membership was agreed as follows:

Budget Task and Finish Group

Councillor John Gladwin, Chairman
Councillor Chris Whitehead, Vice-Chairman
Councillor Ralph Bagge
Councillor Lesley Clarke OBE
Councillor Alex Collingwood
Councillor Peter Cooper
Councillor Chris Ford
Councillor Guy Hollis
Councillor Steven Lambert
Councillor Paul Turner

Implementation Task and Finish Group

Councillor Barbara Gibbs, Chairman
Councillor Lesley Clarke OBE, Vice-Chairman
Councillor Patricia Birchley
Councillor Alex Collingwood
Councillor Gary Hall
Councillor Peter Jones
Councillor Paul Kelly
Councillor Jonathan Waters
Councillor Chris Whitehead

10. SHADOW EXECUTIVE FORWARD PLAN

The Committee noted the Shadow Executive Forward Plan. The timeliness of this information being available to the Committee was discussed, as the Forward Plan was subject to change at short notice. It was agreed that an updated version would be circulated to the Committee after the meeting.

ACTION: Democratic Services

A member also noted that it would be helpful to circulate guidance to all Shadow Authority members about the process of asking a question at Shadow Executive meetings.

ACTION: Democratic Services

11. WORK PROGRAMME

The Chairman reminded members that the Work Programme would be discussed and developed during the workshop with the Centre for Public Scrutiny.

12. MEETINGS OF THE COMMITTEE

The next meeting of the Committee would be an informal workshop session with the Centre for Public Scrutiny on 2nd September. Venue details and further information would be circulated to members in due course.

Chairman

The following officers were in attendance at the meeting:

- Richard Ambrose - Interim Section 151 Officer (SA)
- Andy Green - Revenue and Benefits Service Manager WDC
- Sarah Murphy-Brookman - Director of Human Resources and Organisational Development (BCC)
- Kelly Sutherland - Committee and Governance Manager BCC

Appendix

Minutes 5 August 2019 - Response to a query in minute 5

Mid point calculation:

Tier 2: £137K+£171K/ 2 = c. £155K

Tier 3: £90K+£148K/ 2 = c. £120K

Tier	JE Size	Source	Lower Quartile (info only)	Median	Upper Quartile
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T2	1359 - 1708	Epaycheck	£128,000	£137,000	£145,000
		Hay Paynet	£131,000	£148,000	£171,000
		Mid-point salary		£155,000	

T3	1192 - 1358	Epaycheck	£90,000	£90,000	£107,000
		Hay Paynet	£108,0000	£124,000	£148,000
		Mid-point salary		£120,000	

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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)
TUESDAY 8 OCTOBER 2019				
Waste Procurement Consideration of options regarding waste collection. <i>Item added 16.09.2019.</i>	Y	Shadow Executive	Fully exempt (para 3)	Lead Member/ Officer(s): Steve Bambrick, Gill Quinton Contact Officer(s): Steve Bambrick, Gill Quinton

<p>Council Access Points 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>Interim Civil Contingencies Policy Consideration of the policy. <i>Item amended 02.09.2019.</i></p>	Y	Shadow Executive		<p>Lead Member/ Officer(s): Ben Coakley</p> <p>Contact Officer(s): Ben Coakley</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	Fully exempt (para 3)	<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>

THURSDAY 10 OCTOBER 2019

<p>Appointments of Corporate Director (Resources) and Deputy Chief Executive Appointments to the roles of Corporate Director (Resources) and Deputy Chief Executive for Buckinghamshire Council</p>	<p align="center">Y</p>	<p align="center">Senior Appointments Sub Committee</p>	<p>Part exempt (paras 1 + 3)</p>	<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
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FRIDAY 11 OCTOBER 2019

<p>Appointment of Corporate Directors (Growth and Communities) Appointments to the roles of Corporate Director for Growth and Corporate Director for Communities for Buckinghamshire Council</p>	<p align="center">Y</p>	<p align="center">Senior Appointments Sub Committee</p>	<p>Part exempt (paras 1 + 3)</p>	<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
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TUESDAY 22 OCTOBER 2019

<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	Part exempt (para 3)	<p>Lead Member/ Officer(s): Peter Wright</p> <p>Contact Officer(s): Peter Wright</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>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>Devolution Offer and Launch Approach To consider approaches to devolution of assets and services, and launch events.</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	Fully exempt (para 3)	<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>

NOVEMBER 2019 (DATE TBC)

<p>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></p>	<p align="center">Y</p>	<p align="center">Senior Appointments Sub Committee</p>	<p align="center">Part exempt (paras 1 + 3)</p>	<p>Lead Member/ Officer(s): Sarah Murphy-Brookman</p> <p>Contact Officer(s): Sarah Murphy-Brookman</p>
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TUESDAY 12 NOVEMBER 2019

<p>Legal Services for the Buckinghamshire Council To consider arrangements for Legal Services for the Buckinghamshire Council.</p>	<p align="center">Y</p>	<p align="center">Shadow Executive</p>	<p align="center">Part exempt (para 3)</p>	<p>Lead Member/ Officer(s): Catherine Whitehead</p> <p>Contact Officer(s): Catherine Whitehead</p>
<p>Council Tax Reduction Scheme Approval of the scheme for Buckinghamshire Council</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>

<p>Corporate Plan for Buckinghamshire Council 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>Delivering a Development Management Service in the New Authority 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>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>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	Fully 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
TUESDAY 3 DECEMBER 2019				
Organisational Development Strategy Consideration of the OD Strategy	Y	Shadow Executive		Lead Member/ Officer(s): Sarah Murphy-Brookman Contact Officer(s): Sarah Murphy-Brookman
ICT, Digital and Information Strategy To consider an ICT, Digital and Information Strategy for Buckinghamshire Council.	Y	Shadow Executive		Lead Member/ Officer(s): Sarah Ashmead Contact Officer(s): Sarah Ashmead
Town and Parish Charter To consider the proposed charter and associated support required for delivery	Y	Shadow Executive		Lead Member/ Officer(s): Sara Turnbull Contact Officer(s): Sara Turnbull

<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>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	Fully 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>Community Governance Review 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>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	Fully 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>Fully 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	Fully 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	Fully 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

The Shadow Authority Overview & Scrutiny

Scrutiny is a vital role in local authorities, and essential when shaping a new authority. It is cross party, non-political with an overall aim of offering "critical friend" challenge, ensuring the transition programme remains on track and contribute to policy development.

The main role and most prominent aspect of the Shadow Overview and Scrutiny work will be to review the proposed budget, ensuring there is a robust budget process and to monitor progress of the implementation plan. With a formal link into the Shadow Executive, scrutiny will escalate areas of concern. Effective scrutiny will help secure the efficient delivery of public services and drive improvements ready for day 1 of the new Buckinghamshire Council. With 6 months to go until vesting day it will be important to maximise scrutiny time available.

This document contains the summary of scrutiny arrangements and key pieces of work for the coming months ahead of vesting day on 1st April 2020.



Structure & area of focus

Formal Committee

With six months to go the committee will need to be very focused with its time. Two Task and Finish groups have been established which will focus on and have oversight of the two main areas of the committee's remit.

Formal Committee meetings have been scheduled; these will be webcast with agendas and minutes available via the shadow authority website <https://shadow.buckinghamshire.gov.uk/>. With regular informal oversight taking place within the task and finish groups, formal meetings will be less frequent focussing on in-depth, meaningful scrutiny of specific topics that would benefit from being considered by the committee as a whole and areas of concern referred from the Task and Finish groups.

Pre decision scrutiny requests may be in the form of a specific request by the Shadow Executive to look at a certain topic to gather wider views before formal decision is made or maybe the result of exploring the implementation programme progress.

After each formal meeting, the Chairman can discuss the committee's work programme with the Shadow Executive.



Task and Finish 1 Budget

These are informal meetings, allowing more flexibility and private briefings to aid future formal debates.

To enable it to effectively scrutinise the budget, this group will ensure it builds its understanding of the assumptions underpinning the budget over the coming months.

The most prominent time will be in January when the detailed scrutiny of the budget will take place in public.

The proposed approach to undertaking budget scrutiny is attached as an appendix. The budget will go to the next formal Shadow Authority meeting in February.

Task and Finish 2 Implementation

These are informal private meetings where the group would ensure oversight and progress on the implementation plan.

A key aspect of this group will be to refer by exception any key risks or concerns which they feel need to be considered in detail by the full committee to enable the wider committee to feed into the Shadow Executive meetings.

This group would focus sessions on exploring a key topic (typically pre decision scrutiny) for example, the ambition and approach for equalities including a draft new equalities policy.

Scrutiny support team

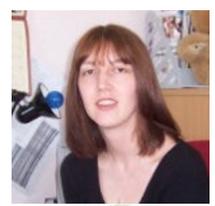
Officers across Democratic Services are balancing their Council day jobs, including general election possibilities, and supporting the transitions programmes. Although limited capacity these officers are keen to support scrutiny members. It is helpful to keep your scrutiny lead updated on any meeting, developments or concerns.

Kama Wager – Scrutiny Lead - kwager@buckscc.gov.uk

Kelly Sutherland – Scrutiny support - ksutherland@buckscc.gov.uk

Jemma Durkan – Clerk & support - Jemma.Durkan@wycombe.gov.uk

Claire Hawkes – Statutory Scrutiny Officer – chawkes@buckscc.gov.uk



Overview & Scrutiny Members 2019-20



Alex Collingwood
Chairman



John Gladwin
Vice-Chairman



Ralph Bagge



Patricia Birchley



Lesley Clarke OBE



Andrew Cole



Peter Cooper



Christopher Ford



Barbara Gibbs



Gary Hall



Peter Jones



Guy Hollis



Paul Kelly



Steven Lambert



Susan Renshell



Richard Newcombe



Robin Stuchbury



Paul Page



Chris Whitehead



Jonathan Waters

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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	Implementation update	Members will receive an update on the progress towards implementation plan and any areas of risk or concern.	Roger Goodes, Programme Manager, Kama Wager, Policy Officer

2-3:30pm Amersham	Focus: Culture, Vision and Values	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

High level MTFs process

When	Activity	Function
May	Consolidation of existing plans	Consolidation of existing MTFP including identifying issues to delivery of savings plans.
End May / Early June	Process agreed and published Strategic plan and high level business plans Corporate modelling	Agree the political and officer building blocks Develop and issue a detailed timetable. Review existing approaches and plans. Draft suggested approach for Strategic Plan and high level business plans to CIG. Update funding model for latest estimates. Update growth and inflation assumptions for key service budgets. Identification of any likely funding gap.
June / July	Members and Officers identify threats and opportunities	Agree Council Tax equalisation approach. Review of robustness of current consolidated MTFP proposals. Member information sessions. Consideration of unexpected service pressures which may need to be mitigated. Identification of potential opportunities to deliver savings. Initial equality impact assessments (EIAs) submitted alongside budget proposal.
Sept / Oct	Initial proposals reviewed / challenged	Leadership scrutiny of proposals and pressures to ensure alignment to the Strategic Plan / political acceptability.
Oct / Nov	Consultations Corporate Governance Review	Draft Service budgets available and budget upload tested. Agree Council Tax base. Undertake general consultation with residents and stakeholders. Review the decision around the creation of a Town Council on the budget proposals.

December	Local Government Settlement	Defines the external funding envelope. Update draft budget as required.
First week of January	Draft Budget set	Revenue budget and capital programme agreed at Shadow Exec for further consultation / scrutiny. Full EIAs to be submitted.
Week 2 or 3 January	Budget Scrutiny Committee	Check and challenge of the draft budget proposals business plans and EIAs.
By 3 rd week in February	Final Budget set	Strategic Plan, high level business plans, revenue budget and capital programme agreed at Shadow Exec and Shadow Authority.