

BUCKINGHAMSHIRE COUNTY COUNCIL STRATEGIC PLAN 2017 - 2020

Welcome to Buckinghamshire County Council's Strategic Report

This is the key document for the authority as it sets out our key aims and priorities for the next three years. It also sets out the values that guide the council's work and where it works with valuable partnerships.

The plan also contains an annual report, updating residents on the work to date and areas we will focus on in the short term.

OUR AIMS



**Safeguarding
our vulnerable**



**Creating
opportunities
and building
self-reliance**



**Ensuring
Buckinghamshire
is thriving &
attractive**

ABOUT BUCKINGHAMSHIRE



528,000
residents

Around

6,140
births

132,000

young people and children



We maintain

•,

A

2461km
of footpath

3199km
of road



Average life expectancy

85 years

Our social care services
providesupportto

6,193

peopleaged over 65



Average house price is

£448,199



212,000
households



45,000

new homes needed
by 2033



442

young people and
children in care



233

schools



Just under

32,050

VAT registered businesses



2,574

local charities

O

92%

of schools are rated
'good' or 'outstanding'



57%

of household waste
reused, recycled or
composted



90,000

population increase
expected



49

councillors

IMPORTANT ISSUES FOR BUCKINGHAMSHIRE

There is a change in the nature of relationships with people, moving towards a more collaborative way of working, empowering people to influence decisions where they live.

We must develop collaborative solutions, working across the council and with our partners in districts, towns, parishes, neighbouring authorities and other public services.

DEMOGRAPHIC SHIFTS AND GROWTH

Substantial population growth is anticipated. The population over the age of 65 is increasing, as are levels of disability, and lower socioeconomic groups. Buckinghamshire is becoming more multi-cultural and diverse.

These changes are resulting in increasing demand for some services including children's and adults' social care, supported transport, school places, specialised and supported housing, and health services.

The changing nature of crime (online, modern slavery, sexual exploitation), the threat of radicalisation and terrorism and our growing insight into the interrelationship between mental health, domestic violence and substance misuse requires new approaches.

It is not just services that will need to grow but infrastructure, energy systems, waste removal and local jobs.

LEGISLATION

Implementation of new laws will profoundly affect our role: Potential changes in education, adoption, care and support, business rates retention, housing, planning, Brexit.

Increasing integration with Health is evident in many plans, but the exact nature of the changes, and the funding regime to support them, is not yet clear.

Devolution opportunities are also under discussion but their potential is equally uncertain.

EMBRACING TECHNOLOGY

The way the public communicate and transact is changing at a rapid rate. The take up of mobile technology creates great opportunities for us to change our model of service and information for the public. This presents us with opportunities as an employer, enabling our staff to work more flexibly and efficiently to meet customer expectations.

Residents expect ever better services and customer experience, e.g. the ability to access information and services online 24/7, as they can with many other providers, such as banks or travel agents.

We must create a culture of continuous business improvement, actively looking at opportunities to digitise.

Being innovative with 'smart' technology means we can transform local services and address difficult issues, such as congestion, traffic management and energy management. We must be at the forefront of the technology revolution.

BUDGET

Like all local authorities, we have challenging financial circumstances so we need to target our resources carefully. The future of public spending budgets is unclear. What is apparent, however, is the demands of an increasingly ageing population, which has the potential to put huge pressure on local government and health budgets.

We need to target our resources to the most vulnerable, and have ambitious plans for cost avoidance/demand management. We must be more commercial, proactively managing markets and be innovative in our solutions for some specialist services.

We must continue to fully understand and challenge where new requirements on local authorities place unfunded burdens on already stretched resources.



SAFEGUARDING OUR VULNERABLE



The council aims for all residents to be safe, happy and healthy. Most residents live healthy lives but some need extra support. The council, working closely with our partners, is successful in equipping our most vulnerable children, adults and families with the support and skills they need to do more for themselves and to get back their independence at the earliest opportunity.

THIS MEANS THAT WE WILL WORK WITH OUR PARTNERS TO:

1. Safeguard vulnerable children and adults.
2. Keep children in their own home where it is safe to do so and only bring children into care when it is the best option for them.
3. Deliver effective interventions and family support in an integrated and coordinated way to achieve better outcomes for all children and reduce the need for children and families to access statutory services.
4. Identify and take action where we find exploitation of children and young people, and give care and support to those affected.
5. Improve outcomes for children and adults with special educational needs or disability.
6. Ensure that our older, disabled and vulnerable people receive the support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and reablement.
7. Provide understanding and dignity in end of life care.
8. Support our most vulnerable adults to lead independent lives.
9. Help and support those unpaid carers who give their time and energy to look after relatives and friends who cannot take care of themselves.

CASE STUDY - Looked After Children

We are working hard to improve services for looked after children by increasing the number who are placed in the county so they remain close to their family and local community. To do this we are working on two things; increasing the number of local foster carers and developing four new five bedded children's homes across the county. As you may already know, there is a lack of residential placements in the county to support our vulnerable children which means that we have to use placements that are out of the county and further away from places familiar to the children. We want to change this so we can keep Bucks children in Buckinghamshire.

In May this year our Cabinet agreed to fund additional residential placements through the development of four new Children's Homes. This will hugely support our drive to care for our vulnerable children locally and reduce the number of out of county placements.

Also Members recently agreed to Buckinghamshire becoming a 'Foster Carer Friendly Employer'. There is both a national and local shortage of foster carers and this new measure will give extra support to staff wishing to be assessed as foster carers to look after and support Bucks children who are unable to live with their own families. If you would like to know more about becoming a foster carer, please contact: fosteringteam@buckscc.gov.uk





CREATING OPPORTUNITIES AND BUILDING SELF-RELIANCE



Buckinghamshire residents have the aspiration and opportunities to lead successful and independent lives, taking responsibility for their own health and wellbeing and supporting each other in their communities. Children should have the best start in life, and young people should thrive in Buckinghamshire schools, enabling them to progress to good jobs and training opportunities in the county.

THIS MEANS THAT WE WILL WORK WITH OUR PARTNERS TO:

1. Ensure that our children grow up 'school ready' by providing help, support and advice to families with pre-school children.
2. Enable and support all our children to be successful and cared for throughout their school years, focusing on promoting high quality education across all our schools, enabling the best for every child with particular focus on our most vulnerable.
3. Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship.
4. Improve community safety and reduce crime and the fear of crime.
5. Continue to improve the health and wellbeing of our residents and address major health risks.
6. Support our voluntary and community sector to develop our communities to help themselves.
7. Empowering communities to deliver and prioritise their services, including devolving assets and services to town and parish councils where it makes sense to do so.
8. Promote good citizenship, encourage participation, help strengthen local communities and inclusivity.

CASE STUDY - Safe Place Scheme

The Safe Place Scheme enlists the help of local businesses and organisations to provide a safe haven for vulnerable people. The initiative now has more than 200 Buckinghamshire businesses offering support to vulnerable people who may find themselves in challenging situations when they are out in their communities.

Many of the existing safe places are local restaurants, smaller local shops, chemists or libraries. Safe Places are easily identified by the scheme sticker which is usually placed in a front window or on the main door. Staff are provided with easy training to enable them to assist if someone asks for help. If a vulnerable person seeks help, members of staff would be expected to make a phone call where necessary to the contact given by the vulnerable person or to one of the numbers on an emergency contact list provided. They would also reassure and keep the vulnerable person safe until the situation was resolved.

The Safe Place Scheme is co-ordinated by the Council's Community Safety team with support from Thames Valley Police, district councils and local voluntary organisations.

Check out the Safe Place scheme pages at www.buckscc.gov.uk/safeplace to find out which areas and businesses are taking part. You can look out for updates on the scheme by following @SaferBucks on Twitter.





ENSURING BUCKINGHAMSHIRE IS THRIVING AND ATTRACTIVE

Buckinghamshire is growing rapidly and its economy is one of the strongest in the country. As it grows our challenge is to shape quality places, ensuring they are prosperous, thriving and attractive.

We will continue to plan and deliver early interventions with our partners to drive forward and secure good jobs, good road, rail and other essential infrastructure, which will meet the current and future needs of our residents. We will proactively protect and mitigate the impact of development on the county's unique natural environment.

THIS MEANS THAT WE WILL WORK WITH OUR PARTNERS TO:

1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible.
2. Work with England's Economic Heartland/ Local Enterprise Partnership and other partners to maximise investment in the county, to deliver, manage and maintain local services and strategic infrastructure, including digital highways, in line with changing demands.
3. Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.
4. Enable the right conditions to attract people to live, learn and work in Buckinghamshire.
5. Improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.
6. Protect and enhance our high quality environment and major towns, including protecting the Green Belt, AONB, Rights of Way and Green Spaces.
7. Mitigate the impact of strategic national infrastructure projects, i.e. HS2, Heathrow expansion.
8. Promote and encourage sustainable approaches to the use of natural resources and waste, and improve our natural environment, water management, biodiversity, recycling and animal welfare.

CASE STUDY - Achieving sustainable economic growth for Buckinghamshire

Promising over 4,500 jobs, 1,100 new homes, over 100,000 square metres of business space, new road infrastructure and Enterprise Zone status too, the Aylesbury Woodlands development aims to offer a new approach to business, housing and leisure. Designed to exemplary standards, Woodlands will provide a high-quality sustainable development.

As part of this ambitious development, the Right to Build Task Force has recently chosen Buckinghamshire Thames Valley LEP's delivery arm Buckinghamshire Advantage (and the promoters of Aylesbury Woodlands), as the first organisation nationally to receive support in delivering an affordable custom and self-build housing project.

Regionally, 9 local authorities and 4 Local Enterprise Partnerships across the corridor of growth from Cambridge, through Bedfordshire, Buckinghamshire, Milton Keynes and Northamptonshire

to Oxford have joined forces to form England's Economic Heartland. This collaboration is committed to improving strategic infrastructure across the region to enable growth, the creation of new jobs and increase the productivity of existing businesses.

'Planning for Growth,' (published in 2016) set the starting point for the Heartland's ambition to develop a longer term transport strategy with key projects that will support this economic growth ambition. In March 2017 the Transport Minister announced £625k of government funding to help shape the Heartland's future transport priorities that will help deliver the Government's housing and economic growth objectives.



OUR STRATEGIES AND POLICIES

CORPORATE

- [Medium Term Financial Plan](#)
- [Operational Framework](#)
- [Equality and Diversity](#)
- [Digital Strategy](#)
- Assurance & Risk Strategy
- Emergency Planning Strategy

ADULT SOCIAL CARE

- [Adult Carer Strategy](#)
- [Safeguarding Adults at Risk Policy](#)
- [Market Position Statement](#)

CHILDREN'S SERVICES

- [Looked After Children Strategy](#)
- [Children's Strategy](#)
- Early help Strategy
- [Joint Health and Wellbeing Strategy](#)
- Care leavers strategy

HEALTH AND PUBLIC HEALTH

- [Joint Strategic Needs Assessment](#)
- [Healthy Eating Strategy](#)
- [Substance Misuse Strategy](#)
- Health and Wellbeing Strategy
- Safer Bucks Plan

EDUCATION, SKILLS AND EMPLOYMENT

- Skills Strategy
- [Children's Strategy](#)
- School Improvement Strategy
- [SEND Strategy](#)
- Education Strategy

ENVIRONMENT AND WASTE

- [Buckinghamshire Local Flood Risk Management Strategy](#)
- [Waste Partnership for Buckinghamshire - Joint Waste Strategy 2014-2020](#)

TRANSPORT AND ECONOMY

- [Aylesbury Transport Strategy](#)
- [Buckinghamshire Local Transport Plan 4](#)
- [Highway Safety Inspection Policy](#)
- [Transport Infrastructure Asset Management Planning Policy](#)
- [Buckingham Transport Strategy](#)

