

Communities, Health & Adult Social Care Business Unit Plan 2018-22



Meeting the Challenges - Foreword by the Executive Director and Cabinet Member

Welcome to the Communities, Health & Social Care (CHASC) Business Unit Plan for 2018 - 2022 which sets out our key intentions and areas of work for the next four years.

CHASC provides a range of services which aim to improve the health, well-being and quality of life for our residents. Our services are principally Adult Social Care, Commissioning for Adults and Children, Public Health, libraries, registration services, community safety, community and cultural development and support for the voluntary sector.

Our vision is that people lead their own lives and fulfil their potential in safe, healthy and thriving communities.

Our role in delivering this vision is to

- *help people to help themselves, promoting well-being and self-reliance at all stages of their lives*
- *support vulnerable people to be safe and in control, making choices about how they live*
- *support communities to be strong, healthy, safe and resilient*

Demand for our services is rising because of demography and rising expectations and we aim to meet these challenges within the Council's available resources:

- meeting needs and helping people to achieve the outcomes they want for themselves so that they live fulfilling lives

- enabling and preserving healthy living, wellbeing and independence so that people can live well at home
- helping people make the most of the resources in their communities and removing any barriers to access
- forging stronger partnerships across the public, private and third sector to strip out duplication and provide joined-up support
- making sure services are high quality, effective and offer good value for money
- supporting vulnerable people and children into adulthood
- working with individuals, families and communities as partners in designing the future of our services

Our priorities in this Business Plan are all focused on delivering this vision.



Lin Hazell
Cabinet Member



Noel Brown
Cabinet Member



Sheila Norris
Executive Director

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

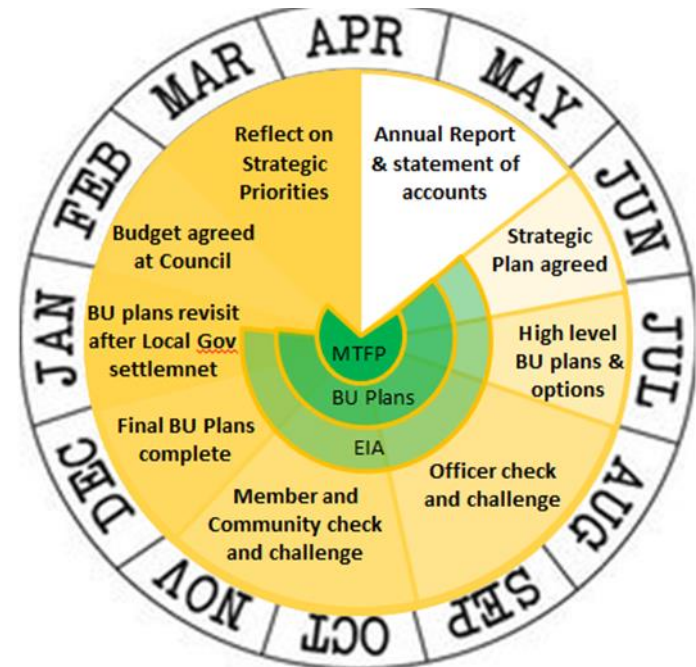
Equalities

Corporate Context – An explanation of the corporate planning process



The Council's corporate planning process brings its key plans together in a clear hierarchy that shows the relationship between long term vision for the Council and the mid-term plan of action; the plan for the Council's finances, all the way down to what each Business Unit plans to achieve in the next year.

These plans cover a four year period but are refreshed every year to ensure they are fit for purpose. The plans are monitored quarterly by the Business Unit Boards (senior Managers for the service area, Cabinet Member and Deputy) where achievements / risks are escalated to the Corporate Management Team.



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Strategic Priorities

Safeguarding Our Vulnerable



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 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

Creating Opportunities & Building Self Reliance



1. Ensure that our children growing up are '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 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 their local communities and be inclusive.

Ensuring Buckinghamshire Thriving and Attractive



1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible.
2. To work with the England Economic Heartland / Local Enterprise Partnership's 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. To 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. Improving our natural environment, water management, biochemistry, recycling and animal welfare.

Delivering value for money



This is an underpinning commitment to the three strategic priorities to ensure the Council is fit for purpose and delivers value for money

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 598,000 by 2030, an increase of 64,000 or **12%**



32,722 more houses by 2030 necessitating the right infrastructure to enable sustainable growth



65+ year olds are set to increase from 98,300 in 2016 to 136,400 in 2030, an increase of 38,100 or **39%**

85+ year olds are projected to increase from 13,600 in 2016 to 24,200 in 2030, an increase of 10,600 or **78%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 133,000 in 2030, an increase of 11,900 or **10%**

Bucks strategy

Buckinghamshire is set to experience significant growth bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively.

To this end the Council is developing a Buckinghamshire Growth Strategy in collaboration with the Local Enterprise Partnership (LEP), Districts and partners. Building upon the LEP Strategic Economic Plan and emerging Bucks Strategic Infrastructure Plan it will support an economic led case for smart and sustainable growth in the county, enabling the Buckinghamshire economy to work together, strengthening the economic ecosystem and capitalising on new regional growth opportunities.

CHASC is:

- Optimising opportunities to influence urban design to create healthier communities and to enable people to live independently for longer
- Focussing on a preventative approach to enable people to live independently and at home for as long as possible
- Supporting services & partners in identify changing health needs to inform service planning
- Being proactive in workforce development and market management to strengthen the care sector
- Working with colleagues to ensure best use of the one public estate that meets future needs of the population
- Developing plans for engagement with the VCS and communities to maintain and grow community cohesion and capacity

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Context – Explanation of the Service

Our Business Unit consists of

- Public Health
- Communities
- Adult Social Care Operations
- Direct Care & Support
- Joint Commissioning



Jane O'Grady
Service Director for
Public Health &
Acting Director for
Communities

Jane O'Grady is the statutory Director for Public Health in Buckinghamshire.

Public Health develops and implements multi-agency prevention programmes and commissions prevention services which are coordinated with services delivered by our partners. Our approach is to use the best evidence and intelligence of what works, taking action across the life course and across the wide range of determinants of health.

Our Public Health service provides public health leadership and expert advice to commissioners of health care services and public health responses to infectious diseases and environmental hazards and emergencies. Public Health is also responsible for monitoring the health of the population of Buckinghamshire.

Communities, working in partnership including the public sector and VCS, commissions and provides a range of services which focus on shaping safer, stronger and more resilient communities whilst supporting community capacity and self reliance.

Our Communities service area provides key frontline services such as libraries, registrars, coroner, archives, museum and trading standards, which is delivered as a joint service with Surrey County Council. Through these services, we have contact with over 1.7m people a year.



Suzanne Westhead
Service Director for
Adult Social Care
Operations

Our Adult Social Care Operations service provides:

- professional social care support and advice to people to ensure that their social care and well-being needs are identified and they are supported to plan how these needs are met; and to safeguard vulnerable adults from harm.
- practical support services for adults with care and support needs e.g. day and employment opportunities, short breaks and reablement.

The focus of this service is on supporting people to live safely at home and fulfil their ambitions by developing more personalised, flexible support that offers choice for service users and carers. Increasingly we do this in close partnership with the NHS.

Our services include Thrift Farm and Back to Base, which provide employment opportunities, and Reablement, which helps people preserve or regain independence after a critical illness or stay in hospital or residential care. We also provide short breaks for people with complex learning or physical disabilities in our respite centre, Seeleys.



Jane Bowie
Service Director
Joint Commissioning

Our Joint Commissioning service designs and plans services to meet future needs, procuring those services from the market that will be the best option in terms of value for money, quality and choice for our residents. We commission services that promote individuals' independence, well-being and choice and offer the best value for money.

Our service commissions children's and adult services and those that support young people into adulthood. Our aim is that services meet need and deliver good outcomes. We work hard to drive out efficiencies, removing duplication and sharing skills and experience to improve outcomes for our children, young people and vulnerable adults across Buckinghamshire.

The service also hosts Maternity and Children's commissioning on behalf of both Buckinghamshire Clinical Commissioning Groups (CCGs). Many of our services are commissioned in collaboration with Buckinghamshire's federated CCGs. We aim to make the best use of resources across the health and care system.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities



Denise Porter
Service Director for
Adult Social Care
Transformation

The Adult Social Care Transformation Programme aims to ensure the Council supports vulnerable adults to live independent and fulfilling lives, promotes wellbeing and delivers good outcomes for Buckinghamshire residents. These aims need to be achieved within available resources and in the face of rising demand and expectations.

The programme will be based on a detailed analysis of need and current performance and will draw on best practice elsewhere. Transformation will be designed and delivered in partnership with other agencies, our staff, service users and carers.

Meeting the challenges

Corporate Context

Service Context

Key Financials

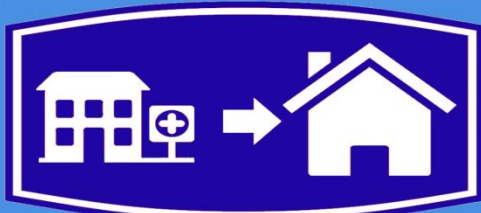
Business Intelligence

Commercial

Service Outcomes

Equalities

Who are we? – Key facts and achievements



2,300

community Home Care packages arranged

1,283

Home Care packages in place as at 31 March 2017



6,500

People with ongoing community support



750
people in Residential Care



431
people in Nursing Homes



438
people in Supported Living

315

new Residential admissions in year

303

new Nursing admissions in year

5,439
new birth visits completed by health visitors within 14 days


11,400
children weighed and measured as part of the national child monitoring programme

14,400
residents received NHS Healthchecks




Who are we? – Key facts and achievements

1.8m library loans in 2016-17



358,302 registered library borrowers

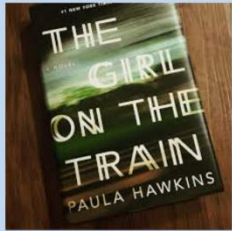



30 Libraries in Bucks

including:

- 19 Community libraries
- 3 Mobile libraries
- 3 Prison libraries
- Schools Library Service
- Home Library Service

The most popular fiction book in Bucks...

Buckinghamshire **countymuseum Trust**




Active Bucks
move more, feel great!

3,000 residents participating so far

77% had been below recommended activity levels

3 miles of archive shelving

5,500 births registered pa

1,700 ceremonies registered / conducted pa

3,500 deaths registered pa

Young people's sexual health mobile app launched



Head's Up
Men's mental health campaign launched



1,500 Coroners cases p.a.

200 inquests






595 Nationality Checking appointments delivered



85 Citizenship Ceremonies delivered



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Strengths

- Strong outcomes for vulnerable people including good performance on getting people out of hospital without delay and low rates of admissions to residential care
- Success in commissioning good services that support well being and strong communities including Trading Standards and access to Sexual Health Services
- Extensive grassroots relationships in communities
- A strong voluntary and community sector and active Parish Councils
- Strong partnerships including with the NHS
- A vibrant network of libraries and a strong cultural sector
- Committed and skilled staff

Weaknesses

- A fragile care market that is facing rising demand within tight resources
- Workforce retention, especially in Adult Social Care
- Effective transition of service users from Children's services to Adult Social Care
- Timeliness of reviews of people receiving Adult Social Care support
- A respite service (Seeley's House) that has come out of special measures but still requires improvement

Opportunities

- Being part of one of the first Accountable Care Systems in the country to transform the health and care system
- Developing a new Adult Social Care operating model
- Development of the marriage market
- Influencing new housing development & infrastructure provision to support healthy lifestyles and independence
- Community assets and strong voluntary and community sector
- Further development of libraries as community hubs

Threats

- Supply to the BCC workforce and to the care market
- Fragile supply/sustainability of market for both Adult Social Care and Public Health
- Impact of the reduction in Public Health grant
- Ageing population and increasing numbers of learning disability clients with complex needs
- Increasing levels of unhealthy lifestyles and long term conditions in general population
- Inequalities in outcomes between certain communities

Key Financials

- Adult Social Care budgets are growing to reflect demographic changes, particularly increasing life expectancy.
- In 16-17 Adult Social Care spend was 38.4% of County Council spend and this will rise to 39.5% of the next 4 years
- Budgeted spend on Communities is decreasing because of the need to increase spend in other parts of the County Council
- Public Health spend is determined by Government policy & over the next few years declines due to reductions in grant.

This graph shows the extent to which income from fees and charges funds services provided by CHASC.



2017/18 Gross Revenue Budget (£m)

The CHASC net budget will rise from £136m in 2016-17 to £143m in 2021-22. The increase relates to Adult Social Care as there are budget reductions in Communities. The above graph shows the current year position i.e. 2017-18.

Public Health responsibilities are delivered within the Community Engagement & Public Health portfolio but as these services are funded by Government grant the budget figures below exclude the cost of services delivered by Public Health. In 2017-18 Public Health spend totals £21.1m.

	16-17	17-18	18-19	19-20	20-21	21-22
	£k	£k	£k	£k	£k	£k
Adult Social Care	126318	124772	125063	129123	134324	134324
Communities	<u>9933</u>	<u>9277</u>	<u>8907</u>	<u>8637</u>	<u>8637</u>	<u>8637</u>
Total	136251	134049	133970	137760	142961	142961

Business Intelligence & Insight

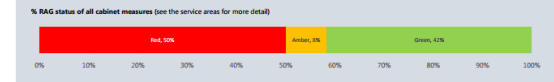
Helping us to understand our performance

The Business Intelligence & Insight team has recently developed a CHASC scorecard which reports key performance information for Adult Social Care, Communities and Public Health. In addition, this scorecard contains key information about the performance of key functions including Direct Care and Support, Safeguarding, Finance and Workforce.

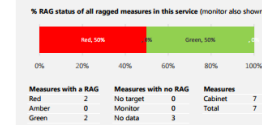
The Business Intelligence & Insight team work collaboratively with colleagues across the Business Unit to develop a shared understanding of factors affecting performance and conduct further analysis to investigate root cause and contributing factors.

CHASC scorecard 2017/18

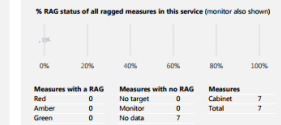
Cabinet Overview



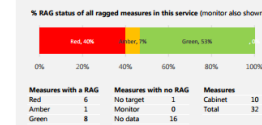
Communities



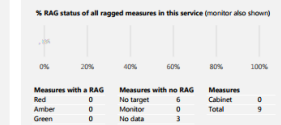
Public Health



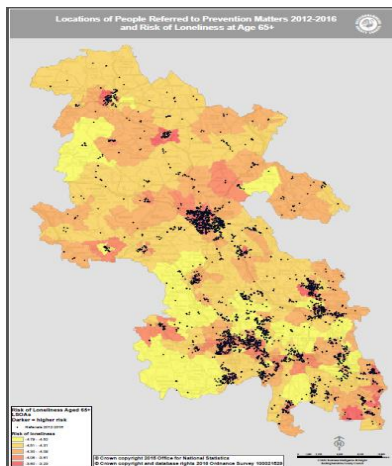
Adult Social Care



Direct Care and Support



Delivering insight to develop our services and improve value for money



The Business Intelligence & Insight team works with the Business Unit to identify, scope and deliver insight which has the greatest impact on risk, cost and/or outcomes.

Recently completed analysis includes the development of a map of Buckinghamshire highlighting areas where people at highest risk of social isolation. This analysis was used by Prevention Matters, Communications, Public Health and Community Impact Bucks to inform activities designed to reduce social isolation in the County.

Working with colleagues in Community Wellbeing, Business Intelligence and Insight has recently scoped analysis to evaluate the effectiveness of a pilot service supporting women who have experienced domestic violence as well as an evaluation of the Independent Domestic Violence Advocate service. Work has also been undertaken on health profiles for Local Area Forums and GP Localities which provides an overview of the health of their local populations.

Commercial

Income Generation

We are constantly looking to generate outcome appropriately. We are reviewing fees and charges to ensure that they are both affordable and appropriate to changing patterns of service need. Our current fees and charges can be found on these links:

[Libraries](#)
[Centre for Buckinghamshire Studies](#)
[Registration Services](#)

At present we are reviewing our Adult Social Care charges and any revisions will be published. Current fees and charges are:

- [Non residential charges](#)
- [Residential charges](#)

Major Contracts

We work hard to achieve value for money and to review service design, benchmarking ourselves against other local authorities where we can. Adult Social Care spends approximately £106m (84% of budget) on external suppliers. Approximately £56m of this is spent through “spot purchasing” where we purchase a service for an individual client from the market place, based on the client’s needs and the cost for the service on the day.

The largest suppliers are:

- The Fremantle Trust (£12.2 million per year at 27 locations)
- Hightown Housing Association (£9.2 million at 35 locations)
- Heritage Care (£6.6 million at 9 locations).

Public Health spends around £17m (around 79% of total budget) on external suppliers. The largest suppliers are:

- Buckinghamshire Healthcare Trust - £10m per year
- Inclusion Drugs, Alcohol and Psychosocial Services - £3m per year
- Parkwood Healthcare - £946k per year
- Terrence Higgins Trust - £700k per year

Commercial

Looking ahead

We have a rolling commissioning programme which ensures we meet our statutory requirements, respond to the changing needs of the Buckinghamshire population, take account of the views of our residents and what they tell us they want, and achieve good outcomes within available resources. We then procure services from the market where it makes sense to do so. Many of our services are also commissioned and procured in partnership with the NHS. N.B. Children's Services commissioned by Joint Commissioning are covered in the Children's Social Care & Learning Business Unit Plan.

Public Health has recommissioned a number of services on a flat budget or with budget reductions for the next 5 years. This represents value for money for the Council and the focus is now on maximising quality and performance.

Key commissioning activities over the next 4 years with anticipated completion dates are:

- ASC contracts: ongoing review of best practice and performance analysis to support recommissioning, decommissioning or remodelling of services in line with contract end dates
- Adult Social Care direct services: reviewing the future of in-house including possible re-commissioning
- Prevention services: reviewing existing services and implementing commissioning plans to address expiring contracts and deliver a suitable prevention offer whilst delivering savings – strategy and timetable agreed by New Year 2018
- Transitions: streamlining process for the needs of transitioning clients and implementing fair and transparent process for commissioning high cost packages – September 2018.
- Young People's Substance Misuse Service: Recommissioning and launch of new service - 1 October 2018.
- Open list: new open list for contracts with GP Practices and Pharmacy Services (e.g. Long Acting Reversible Contraception) – commences in April 2021.
- Community and Specialist Sexual Health Services: contract review to consider future extension or recommissioning – March 2020.
- Dental Epidemiology: review to consider future extension or recommission – review September 2018.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – How we deliver our key objectives and priorities

Communities in Buckinghamshire are stronger, healthier and safer

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Library provision:
 - Develop community based alternative service provision to the traditional mobile library service – from June 2018 to June 2019, subject to the completion of consultation;
 - Review our strategy for libraries and implement any changes agreed – Spring 2018 onwards.
- Wellbeing provision:
 - Expand the Community Wellbeing Programme to Aylesbury (maintaining the breadth of projects in Chesham and High Wycombe) - implementation from October 2017.
 - Strategic review of our Wellbeing Projects - Dec 2018. Implementing agreed actions (timetable tbc)
- Refresh our approach to prevention (within the context of the new social work operating model) – review existing contracts by Dec 2018 and implementation of subsequent strategy.
- Publish the Director of Public Health Annual Report on Healthy Places, Healthy Communities – July 2018.
- Implement action plans for, suicide prevention, maternity, adult mental wellbeing, substance misuse and the new Physical Activity Strategy - March 2019.
- Continue to develop the 0-19 Public Health Nursing Service to improve outcomes for children
- Deliver further Active Bucks programmes (focusing on older people, men and BAME) and complete evaluation – March 2019.
- Launch new Integrated Lifestyle Service – April 2018.
- Review progress of the new Adults Substance Misuse Service – October 2018.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – How we deliver our key objectives and priorities

Communities in Buckinghamshire are stronger, healthier and safer - Continued

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Improve community safety by:
 - Tackling exploitation: Implementing a victim focussed service in Buckinghamshire for anyone who has experienced exploitation – by January 2018, and improving awareness by residents and professionals on the signs of exploitation so that more victims and those at risk are identified and referred for specialist support;
 - Preventing extremism: Driving the cross-Council annual action plan, working in partnership locally and regionally to tackle the risks and threats and ensuring all our workforce have completed Prevent Awareness training by September 2018;
 - Protecting children and young people from harm and victimisation over the internet: Working with the Police & Crime Commissioner to improve the awareness, and the availability and use of information and tools - subject to funding from the PCC
 - Cyber-crime: Working with Community Safety Partnerships across the Thames Valley to ensure a consistent approach across the police force area, starting with a single Cyber-crime Plan in 2017-20 - to be approved by the PCC by Jan 2018.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – How we deliver our key objectives and priorities

More vulnerable people are living fulfilling lives and wherever possible living independently

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Remodel Adult Social Care direct care and support services to enable people to live independently at home and access a range of opportunities in their communities that are fulfilling and enjoyable:
 - Learning Disability respite service – by March 2019
 - Reablement service - by March 2019
 - Day Services “Fulfilling Lives” programme – by end 2021 (& review Autism Strategy – by December 2018)
 - Supported employment services – by Dec 2018
 - Thrift Farm (supported employment) – by Dec 2018
- Implement programme to reduce permanent admissions to residential and nursing care working closely with the NHS and independent sector – commencing April 2018.
- Review the impact of our Carers’ Strategy action plan to improve support for Carers to care effectively, refreshing if necessary - by December 2018
- Develop accessibility to suitable housing for both people with learning disabilities and older people to enable them to live as independently as possible by reviewing:
 - LD Supported Living schemes by Dec 2018 with strategy flowing from review
 - Extra care capacity by September 2018 with strategy flowing from review
- Deliver our 2-year Adult Social Care transformation programme including:
 - A New Social Work Operating Model to increase independence, manage demand and promote integrated working with Health
 - Improved transition pathway for young people transitioning from Children’s to Adult Social Care services
 - A new IT management system to support our new operating model – Oct 2019
 - Delivery of our service within budget
 - Systematic engagement with residents to ensure we co-produce solutions to support independence and wellbeing
 - Use of digital solutions wherever possible

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – continued

A strong, sustainable, diverse and high quality supplier market and a confident, skilled and well supported CHASC workforce

Links to Strategic aims: *Safeguarding Our Vulnerable, Delivering Value For Money*

Key Actions (SMART)

- Review impact and refresh the workforce strategy for both our own staff and that of the wider care market - by October 2018.
- Support care providers with a revised action plan - by autumn 2018.
- Quality improvement programme resulting in improving CQC re-ratings in care organisations that we have supported or contract with as platinum suppliers (approx. 160 establishments) – anticipate that those in the “needs improvement” category will be the CQC focus.
- Recommissioning Domiciliary Care to provide a more sustainable business model - by Dec 2018.
- Refresh the Market Position Statement including the Housing Position Statement by December 2018 and thereafter annually to inform providers of strategic needs requirements

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – How we deliver our key objectives and priorities

Make best use of resources and improve outcomes through stronger partnerships

Links to Strategic aims: *Creating Opportunities & Building Self Reliance*

Key Actions (SMART)

- Work with District Councils to maximise the health and wellbeing potential of the growth agenda – main focus of activity will follow approval date of the Local Plans.
- **BCF**
- Form a Cultural Partnership to inform delivery of the Cultural Strategy – milestones to be confirmed following approval of the Cultural Strategy.
- Deliver the health & social care integration 'Roadmap to 2020', particularly around integrated commissioning, governance and integrated deliver – action plans and milestones agreed through the Health & Wellbeing Board
- Implement the high impact change model to support safe and effective hospital discharge
- Transfer of Community Health Care management to the County Council - review options and confirm model by summer 2018.
- Review effectiveness of our mental health services agreement by Dec 2018 and implement agreed changes by June 2019.
- The Health and Wellbeing Board is strengthened and oversees implementation of the refreshed [Buckinghamshire Joint Health and Wellbeing Strategy 2016-2021](#) this includes continuous updating of the Joint Strategic Needs Assessment to inform the JHWBS and local commissioning
- Publish an updated Pharmaceutical Needs Assessment in April 2018

Equalities

Our Legal Obligations

As a local government authority, Buckinghamshire County Council has a number of legal obligations and the Council is fully committed to meet the requirements of the relevant legislation, particularly in the execution of its statutory duties.

The Council is committed to:

- Address unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Safeguard the fundamental rights and freedoms of individuals
- Prevent people from being drawn into terrorism
- Protect and share data and information as appropriate in line with current legislation

As an employer and as service provider we will:

- Ensure Equality Impact Assessments will be completed for projects when deemed necessary.
- Undertake at least annual equalities training for staff and Members
- Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
- Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
- Monitor our workforce to make sure we're attracting the best candidates from a diverse talent pool

Public Sector Equality Duty Compliance

To comply with our duties as an employer under the Equality Act 2010 and reduce the risk of employees breaching the Duty, the CHASC SMT will:

- ensure all new and existing staff undertake Equalities and Prevent training, with refresher training every 3 years;
- monitor the demographic makeup of our workforce annually to ensure recruitment and retention processes are fairly applied;
- monitor our Forward Plan items to ensure equality impact assessments are completed where relevant

How we achieve this

The Business Unit recognises its specific duties under the Equalities Act of 2010.

To this end we will:

- Ensure key decisions are informed by Equalities Impact Assessments
- Work to increase the number of years people live in good health and to reduce differences in life expectancy and healthy life
- Ensure information available to residents is accessible and meets the diverse needs of our population
- Help people make the most of the resources in their communities, removing any barriers to access where we can