



BUCKINGHAMSHIRE COUNCIL

# Corporate Plan 2020-2023



# Introduction

Our corporate plan outlines our ambitions and priorities for Buckinghamshire Council, a brand new organisation bringing together the best of the previous five councils to create positive changes for local people, communities and businesses.

We're working to make Buckinghamshire the best place to live, raise a family, work and do business. We want our county to be a place everyone can be proud of, with excellent services, thriving businesses and outstanding public spaces for everyone. We want our residents, regardless of background, to have access to great opportunities, living healthy, successful lives and ageing well with independence.

Buckinghamshire has a highly productive and entrepreneurial economy. We're proud to be the home of internationally renowned facilities such as Pinewood Studios and the motor racing circuit at Silverstone, and global centres of excellence such as the Epilepsy Society's Chalfont Centre and Stoke Mandeville Spinal Research Unit. From the Chiltern Hills to the Vale of Aylesbury, this is a beautiful county, with a stunning environment valued by all.

Our vision for Buckinghamshire is one where growth is carefully planned and managed, so that all our residents benefit. This includes well-designed, more affordable homes in thriving communities; improvements to the environment; excellent education and opportunities for our

young people; a skilled workforce with access to great job opportunities in highly productive sectors; and a world-class physical and digital infrastructure to support our businesses to flourish.

Buckinghamshire has all the building blocks needed for success, but we must also tackle the challenges that growth brings. We know that increasing demand on our services and infrastructure will bring big financial pressures, so we need to adapt and work differently. We will innovate and improve our services by working efficiently, using technology and collaborating with our communities and other organisations to find the right solutions.

In planning for growth, we are committed to preserving and improving our local environment. We will work with partners to tackle climate change and its causes, reducing our county's carbon footprint, delivering environmental net gain, and ultimately, leaving our environment in a better state than we found it.

As a large unitary council, we will have more weight in tackling the strategic challenges facing the county, but we are equally clear about the importance of a local approach. Giving local communities greater influence in shaping their local places and services, and working with local partners to deliver new approaches, are central to our vision for the new Buckinghamshire Council.



Martin Tett  
*Leader of the  
Shadow Executive*



Rachael Shimmin  
*Chief Executive*



# Buckinghamshire in numbers

In 2019



**546,000**

Population in 2019



**£407,967**

Average house price  
(August 2019)



**£1,069**

median rent for 2 bed property



**169**

parish and town councils



**31%**

of the county is designated green belt  
(England average 12.5%)



**£15.2 billion**

size of Buckinghamshire economy



**Almost 1 in 2**

of workforce is employed outside Buckinghamshire



**235 schools**



**50%**

of young people go to university

of which

**95%**

do so out of the county (majority do not return)



On the horizon...



**585,000**

Population in 2030



**440**

state pension age citizens per 1,000  
working age citizens by 2038 (from 310  
per 1,000 in 2018)



**50,000**

new homes by 2036

In the next decade:



**23%**

increase in 65+ year olds



**42%**

increase in 85+ year olds



**5%**

increase in children

# Moving forward together: valuing partnerships

Achieving the best outcomes for our communities requires joined-up thinking. Working collaboratively with partners to make the most of collective resources, skills, ideas and talents will be critical to achieve the key priorities which we set out later in this plan.

Most of our public sector partners work across the same geography and serve the same population. This provides great opportunities to join up and improve services.

The new council will also be a leader in developing relationships at a regional, national and international level. Championing the county's voice on a big stage, we will work creatively to develop the local economy, support businesses and bring in investment and funding.

We are committed to partnership working, focusing on shared priorities and encouraging collaboration, sharing intelligence and driving change and tackling key issues in a more co-ordinated way.

## Buckinghamshire Growth Board

Through the new Buckinghamshire Growth Board, we will work with the Local Enterprise Partnership, the NHS Clinical Commissioning Group and other local public sector partners to develop a shared ambition and work programme to deliver innovative, sustainable, and appropriate growth at pace.

This ambition will balance the growth of the economy, the supply of affordable and appropriately designed new housing, and the delivery of necessary supporting infrastructure (digital communications, energy, roads, schools, hospital beds, etc.) with the needs of the population and environment. We want the county to remain a forward thinking and dynamic economy without sacrificing the assets which already make it a great place to live.

## Integrated Care Partnership and health partners



This brings together the expertise of health and care professionals to look after people's physical, social and mental health needs. By working closely with partners across the Integrated Care Partnership, including Buckinghamshire NHS Clinical Commissioning Group, Buckinghamshire Healthcare NHS Trust, Oxford Health NHS

Foundation Trust, FedBucks, Medicas, and South Central Ambulance Service NHS Foundation Trust, we will achieve our vision of everyone living happier and healthier lives.

## Town and parish councils, and local MPs

There are 169 town councils, parish councils and parish meetings in Buckinghamshire, collectively known as local councils. The Buckinghamshire and Milton Keynes Association of Local Councils (BMKALC) is an independent member organisation which provides support to these councils on procedures and statutory regulations. Local councils can take on the management of services through devolution agreements with the council, allowing them to set their own priorities according to local needs.

## Buckinghamshire Cultural Partnership

The Buckinghamshire Cultural Partnership brings together senior leaders from key cultural organisations: Buckinghamshire Council, the Local Enterprise Partnership, Pinewood Studios, the National Film and Television School and Buckinghamshire New University. It will play a strategic leadership and development role for culture, with an aim to position culture at the heart of strategic agendas throughout the county.

## Armed Forces Covenant



The Armed Forces Covenant is a pledge to show our support to those who serve, or have served, in the armed forces, as well as their families. It recognises the sacrifice they have made and ensures they are treated fairly.

We are committed to ensuring that the Armed Forces community does not face disadvantage in the provision of services compared to other residents. As an employer, we recognise the range of unique skills and experiences that reservists and veterans can bring to our organisation.

## Voluntary and community sector

Buckinghamshire has a vibrant not for profit sector with invaluable insight into the needs of our communities. The sector is at the heart of the community, delivering key services with experience in building relationships and social connections. They are vital in strengthening and supporting our communities.

## Schools, colleges, universities and lifelong learning

The Buckinghamshire Skills Hub promotes and optimises links between the business community and education/training providers to enable young people and adults to develop the skills and qualifications they need to progress in the workplace, at whatever stage of their career they are in. Skills development is central to creating the conditions for sustained innovation, excellence and growth for our Buckinghamshire businesses, particularly in priority sectors as described in our [Local Industrial Strategy](#).

## Police, fire and rescue

The Thames Valley Police and Crime Panel examine and review how the Police and Crime Commissioner (PCC) carries out their responsibilities of ensuring that Thames Valley Police runs effectively. The panel also supports the PCC in their work and provides reports and recommendations on the Police and Crime Plan, Annual Report and some proposals made by the PCC.

Buckinghamshire & Milton Keynes Fire Authority is a publicly accountable body managing Buckinghamshire Fire & Rescue Service on behalf of the communities it serves. The Authority meets four times a year to discuss budgets, financial arrangements, insurance and financial plans, and to make recommendations to the Fire Authority for decision.

## Local Enterprise Partnership and businesses

Our business community includes major international companies and large numbers of small and medium enterprises. By working closely with partners such as Buckinghamshire Business First and through the Buckinghamshire Business Group, we support new businesses to grow and existing businesses to thrive - creating more local jobs and wider economic benefits to our communities.

## Housing providers

There are four main registered providers which were formed to take on the local housing stock across Buckinghamshire. The council works closely with them on developing new-build affordable housing, either in partnership with private developers or by developing their own sites. These providers allocate social housing tenancies in accordance with the Bucks Home Choice Allocations Scheme, advertising available tenancies on a central website.

## Natural Environment Partnership

The Buckinghamshire and Milton Keynes Natural Environment Partnership includes individuals, businesses and organisations with an interest in driving positive change in the local natural environment. They work alongside the Local Enterprise Partnership and Health and Wellbeing Board to embed natural environment in growth, economic and health strategies, and develop interventions and programmes for delivery.

## Our key priorities - a summary

**We want to make Buckinghamshire the best place to live, raise a family, work and do business.**





# Strengthening our communities

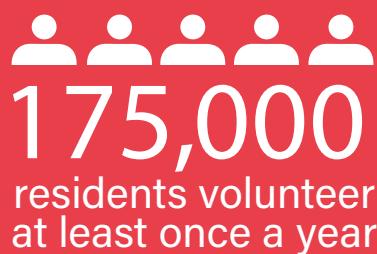
# Life expectancy in Buckinghamshire



(one of the highest in South East England)



## Children and young people meeting recommended levels of physical activity



## Life expectancy gap



5.1 years  
life expectancy  
gap between  
most and least  
deprived



 23%  
of 15,260  
homes built in the last  
decade were affordable

**> 50% of adults are obese or overweight**

## Strengthening our communities

People in Buckinghamshire are living longer and healthier lives than ever before, with health outcomes better than the national average. We have strong communities and a thriving, dedicated not for profit sector.

Buckinghamshire is a healthy and inclusive place to live, work and visit, but we have a number of challenges. These include building more affordable homes now and for future generations, providing extra help and support for an increasingly older population and improving the health of people who live in the more deprived areas of Buckinghamshire.



### We want:

- Our residents to live independent, fulfilling lives, within strong, healthy, inclusive and resilient communities.
- To improve health and wellbeing, with a particular focus on reducing any gap in health outcomes.
- To work more with town and parish councils, giving them the responsibility for services and assets where it makes sense to do so, and helping communities to help themselves.

### Working with partners, we will:

- Support people to deal with the challenges of life before they become too hard to manage, through early help and intervention.
- Enable healthier lifestyles for all, raising the quality of life for those most disadvantaged in our communities.
- Provide the homes our growing communities need, including affordable housing, at the right stage in people's lives.
- Make sport, leisure and learning opportunities available, including for more disadvantaged groups.
- Work with local voluntary and community organisations to encourage volunteering and help our communities thrive.
- Encourage residents to get involved with improving local services, for example through community boards.



# Protecting the vulnerable



**562** children with  
a Child Protection Plan  
in 2019 (242 in 2014)



**18** children were  
adopted (2018/19)

**45%** of social care  
users do not have as much  
social contact as they  
would like (2017/18)



**345** children in  
foster care (2018/2019)

**384** households  
homeless (2017/18)



Spend on adult social care  
increasing from £119m in 2015 to  
**£147m**  
by 2020



**58 / 1,000**  
crimes / people  
(67 per 1,000 for Thames Valley)

## Protecting the vulnerable

While most people in Buckinghamshire live independent and healthy lives, some need extra support and protection. We know that the number of children and adults who need this extra help is increasing. There are also rising numbers of people with mental health difficulties, special educational needs, disabilities and complex needs.

We want to give everyone the best chances in life, so that - together with their families and carers - they are resilient and can identify their own solutions. We will continue to work with our partners and communities to innovate and improve our offer, helping people recover from illness sooner, promoting fostering, reducing social isolation and loneliness, and supporting our most vulnerable residents.

Our goal is to reduce inequalities and give everyone the support and skills they need to live independent, happy and fulfilling lives.



### We want:

- Children, adults and families to feel safe and supported to live independent lives.
- Our older, disabled and vulnerable people to receive the right support, at the right time.

### Working with partners, we will:

- Make communities as safe as possible from crime, drugs and anti-social behaviour.
- Support our older residents, those living with disabilities, and those who are socially isolated, to live healthy, independent and fulfilling lives.
- Make sure children and adults, particularly those who need more help, are healthy, safe and protected from harm.
- Enable children and young people, particularly the most vulnerable, to reach their full potential in education and other aspects of their lives.
- Provide children in our care with the same opportunities in life as other children.
- Work to reduce homelessness and address its root causes.
- Support people, together with their families and carers, to overcome their challenges, ensuring they are resilient and can identify their own solutions.
- Support people to improve their mental health by promoting support services, healthy lifestyles and wellbeing activities, tackling social isolation and loneliness.



## Improving our environment

 2,053 miles  
of roads

 -----  
4.12 billion  
vehicle miles travelled (2018)

 24%  
reduction in our  
CO2 emissions  
(from 2007 to 2017)

 1 million +  
country park visitors in 2018

 56.6%  
of waste is recycled  
(average in England 45.2%)

 2,084 miles  
of public Right of Way network

## Improving our environment

Buckinghamshire is a beautiful county and our stunning natural and historic landscape is valued by all. Over a quarter of our county is within the Chilterns Area of Outstanding Natural Beauty and a further third is covered by the Metropolitan Green Belt.

We know we have to deliver more homes and associated infrastructure for our growing population. By managing growth sensibly and responsibly, we can protect and enhance our natural environment and the benefits it brings. Aylesbury Garden Town is an exciting example: putting green spaces and natural environments at the heart of future development.



### We want:

- To address climate change, improve our environment and create economic opportunities for clean growth.
- To reduce our county's environmental impact by promoting sustainability and reducing waste.
- To improve air quality and people's health, by reducing emissions and encouraging green transport options.

### Working with partners, we will:

- Address climate change by taking wide-ranging actions now to reduce our carbon emissions, from planting trees to environmentally-focused planning.
- Protect and enhance our high quality environment, including our Green Belt, Areas of Outstanding Natural Beauty (AONB) and Public Rights of Way.
- Maintain and improve our green spaces, woodlands and country parks so they remain attractive destinations that enhance our quality of life.
- Encourage and support shifts towards environmentally-friendly transport, providing electric charging points, cycling infrastructure etc.
- Reduce waste, tackle waste crime, and increase re-use and recycling.
- Promote well-designed homes that are energy efficient and environment-friendly.
- Reduce risks from floods and ensure communities are resilient to flooding.



# Increasing prosperity

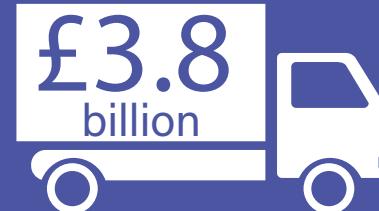


**48%**  
of residents educated to  
degree level or above



of vacant jobs not filled  
due to lack of skills  
(25% national average)

**★ 91.5%**  
of pupils attend good or  
outstanding schools



Value of exports from  
Buckinghamshire

**80.3%** of residents in  
employment (South East average 79%)



**3.8%**  
aged 16 or over  
have no qualifications  
(South East average 5.6%)

## Increasing prosperity

Buckinghamshire is a prosperous county and a successful place to do business, contributing £14.8 billion to the UK economy and ranked as the fourth most productive area in England.

The county has low unemployment, higher than average household incomes, and boasts world-leading sectors. From Pinewood Studios in the south to Silverstone in the north, Buckinghamshire is a great success story. We are also well placed to take advantage of emerging opportunities because of our proximity to London and Heathrow, and our location in the middle of the Oxford to Cambridge Arc (a leading economic area with global strengths in science, technology and high-value manufacturing).

However, the national trend shows that high levels of productivity and growth are beginning to slow, and action is needed now to ensure our economy remains fit for the future.



### We want:

- To encourage sustainable economic growth, working with our partners to maximise opportunities and boost productivity.
- To continue to attract high quality jobs and investment in skills, innovation and connectivity, keeping Buckinghamshire one of the best places to do business.
- Growth to benefit both new and existing communities, preserving the character of our environment while delivering everything we need to prosper.

### Working with partners, we will:

- Develop skills and foster lifelong learning, with a focus on the education and skills that enable people to be successful in their chosen career.
- Focus on helping all our pupils reach their full potential, narrowing the achievement gap, and ensuring all our schools are excellent.
- Support a thriving business economy, particularly at the small and medium-sized enterprise (SME) level, that competes effectively nationally and globally.
- Improve connectivity and tackle congestion through investments in our roads, transport and digital infrastructure.
- Maximise available funding to regenerate and improve our more deprived areas, town centres and high streets, including Aylesbury Garden Town and High Wycombe town centre regeneration.
- Maximise opportunities from our unique location in the Oxford to Cambridge Arc and close to London and Heathrow.
- Foster the right conditions for innovation in business and technology, for example supporting organisations to trial and market new technologies.
- Promote tourism, culture and the heritage of Buckinghamshire.

## Our people

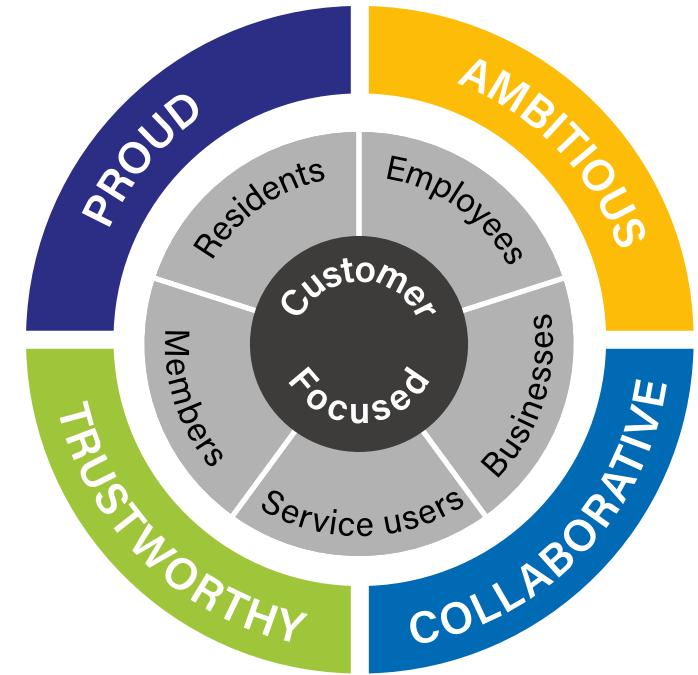
Everything we want to achieve for Buckinghamshire depends on having the right people in place.

We need to retain, recruit and develop talented and committed staff to provide the best services for our local residents and businesses. By making the most of people's skills and experience, we can take full advantage of the opportunities created by the new council. Everyone needs to be performing at their best to take the organisation on the next stage of its journey.

To support this, Buckinghamshire Council has developed a set of values in consultation with our staff. These values underpin how we work and show our commitment – our PACT – to do our very best for our residents, service users and businesses. They are at the heart of everything we do.

Similarly, where services are provided through partners or external organisations, we will work with them to make sure these values are carried through in delivering services on our behalf.

Our organisational culture will continue to develop as we carry on improving our services and ways of working as the new Buckinghamshire Council.



## The financial challenge

We will ensure that Buckinghamshire Council is financially fit, efficient and responsive to change. We will maintain robust financial planning, scrutinise budgets closely and be prudent in managing risks.

Like all local authorities, we face challenging financial circumstances. There are more people turning to the council for support, but the resources available to help them have not increased to match the demand. We have to be realistic and focus on greater efficiency and value for money.

However, we are still ambitious to keep investing in our communities, sustaining the vital services on which our most vulnerable residents rely. We will manage our assets to create long term benefits and additional income, reducing our dependency on the taxpayer.

**£435m** | 2020/21 - day to day spending, excluding government grants  
(net revenue budget)

**£494m** | 2020/21 to 2022/23 - spending on providing or improving buildings, roads and other infrastructure (capital budget)  
£111m for economic regeneration  
£107m for schools  
£69m for strategic highways maintenance  
£62m infrastructure including link roads

**£147m**  
**Adult Social Care**  
Includes additional investment to address continued increases in demand, cost and complexity of social care services.

**£447m**  
**Schools**  
Funded by specific grants.

**£24m**  
**Education**  
Includes Special Educational Needs, school improvement and early years services.

**£7m**  
**Health and Culture**  
Includes leisure centres, libraries, museums, parks and play areas.

**£10m**  
**Communities**  
Includes preventing homelessness, community safety, housing and registrars, trading standards and environmental health.

**£20m**  
**Public Health**  
Giving residents tools and information to lead healthier lives. Funded by specific grants.

**£74m**  
**Children's Social Care**  
Includes additional investment for care services and children in care, plus preventative services.

## How we will spend your money 2020/21

**£26m**  
**Transport**  
Includes roads, footpaths, street lighting, repairing potholes and parking.

**£35m**  
**Resources**  
Includes customer services, IT, finance and property maintenance.

**£4m**  
**Planning**  
Includes development management, strategic planning and local planning and enforcement.

**£25m**  
**Environment**  
Waste collection and disposals, recycling, flood prevention, street clearing and rights of way.

**£61m**  
Contingency budgets, contributions to reserves and borrowing costs

**£22m**  
**Economic development and infrastructure**  
Includes investment in economic growth, infrastructure and new community boards to understand and respond to local needs.

# Your council, your way

We want residents to be at the heart of what we do. There are lots of different ways for people to get involved, shaping the new council's knowledge, plans and policies and keeping up to date on news and views.

## Getting involved: community boards

Community boards enable a focus on local solutions. There are 16 boards across the county. They bring together councillors and local communities to help solve local issues, take local decisions and influence local service design and delivery.

## Councillors and committees

Being democratically accountable and having good governance is essential to any council. Our web pages ([link](#)) show who your local councillors are, which meetings are coming up and decisions that are being taken. To make sure the council is open and transparent, agendas and minutes of meetings are available online, with many meetings being filmed or in public. You can sign up to receive alerts [here](#).

## Inform, consult and involve

We believe engagement should be meaningful, timely, inclusive and direct. We want local people to help shape any proposals that affect the services they use or the areas where they live and work. We want to hear the voices of those most affected. It is important to us that local people - including the young, community groups, businesses, partners and staff - are involved, working together on developing and testing solutions and services.

## Customer focused

The council must have a strong customer focus with services that are easy for everyone to access. We want our residents to have a choice of how they engage with the council, including in places local to them. Some people will like to 'self-serve' online but others will still value talking to us face to face.

## Our equalities commitment

Buckinghamshire Council is committed to equality of opportunity, fostering good relations, and eliminating discrimination, harassment and victimisation.

We recognise, respect and celebrate the fact that our staff and the people we serve are all from different backgrounds, whether this is our age, disability, race, family setting, gender, sexual orientation, religion or belief. We will work with our partners to promote equality, celebrate diversity, improve social inclusion and mobility and ensure fairness for everyone.

## How to contact us

- Look at our website and access many of our services online:  
[www.buckinghamshire.gov.uk](http://www.buckinghamshire.gov.uk)
- Call us:  
xxxxx xxxxxx
- Write to us:  
Buckinghamshire Council,  
The Gateway,  
Gatehouse Road,  
Aylesbury,  
HP19 8FF

Follow us on social media:

- Social media handles tbc

