

# Annual Report 2022/23

### **Foreword**

This year, as we mark our third anniversary as Buckinghamshire Council, I continue to marvel at how much we have achieved since becoming a unitary authority. We are continually improving our systems and services, supporting and empowering our communities, and responding to external conditions in a way that inspires hope and creates opportunity for all.

It remains an extraordinarily difficult time for local government as well as for the many differing and diverse communities, businesses, and sectors we serve. Cost-of-living and inflationary pressures alongside new and increasing demands on council services have dominated the past year, at a time when recovery from the covid-19 pandemic remains a priority.

As you'll read throughout this annual report, we are a council focussed on progress and improvement, yet we have demonstrated the ability to adapt to local and national challenges while harnessing opportunity as it arises. It means we can be a resilient, agile, and responsive council but still lay the foundations for future proposals that centre on building a county of which everyone can be proud.

In looking ahead to the future, we have taken a long view, beyond covid-19, to a regenerated county with jobs, vibrant communities in healthy, green spaces, local economic growth, fair distribution of opportunity and access, and public services fit to meet the challenges of the future. We have launched our Opportunity Bucks programme, developed place-based regeneration strategies, signed a new highways contract and undertaken key policy reviews. Our Corporate Plan and Buckinghamshire's Strategic Vision for 2050 continue to be our roadmap to a thriving, resilient, successful, connected, healthier, and inclusive Buckinghamshire.

As a Council, all Members have played a key role in the delivery of our achievements over the last year and we're delighted that this year, as a finalist for the prestigious LGC Council of the Year Award, these achievements have been recognised nationally.

I am pleased to be able to reflect in this report how we continue to develop and grow as a Council, how we continue to support our residents and how responsive we are, adapting to and embracing often difficult external factors – thanks to all the work we've done over the last twelve months, we can look forward to a stable and ambitious future.

Martin Tett Leader, Buckinghamshire Council

# Buckinghamshire Council Cabinet Members



Angela Macpherson
Deputy Leader and
Health & Wellbeing



Martin Tett Leader



Gareth Williams
Deputy Leader and
Climate Change & Environment



Steve Bowles
Communities



Mark Winn
Homelessness
& Regulatory
Services



John Chilver Accessible Housing & Resources



Anita Cranmer
Education &
Children Service



Steve Broadbent Transport



Peter Strachan
Planning &
Regeneration



Clive Harriss
Culture & Leisure

# Our Key Priorities

Buckinghamshire Council's Corporate Plan for 2020-25 sets out the key activities the Council planned to undertake over that period to achieve its strategic objectives and vision.

Supporting this plan will be a number of strategies and policies which will detail how we will deliver our ambitions and priorities.

This annual report shows what was achieved during 2022/23 under the following priority headings:

- 1. Strengthening our communities
- 2. Protecting the vulnerable
- 3. Improving our environment
- 4. Increasing prosperity

We have also included information around our achievements with regards to our people and internal developments.



There have been many great achievements throughout 2022/23, however, we have had to overcome a few challenges along the way. Some of these are new challenges arising from situations such as the war in Ukraine and inflationary pressures; whilst others remain challenges following the impact of the pandemic or more long term factors. Many we will need to continue to address and overcome in future years. These challenges have included:

#### Increased demand

- There is an increased demand for adult social care services and increasing complexity of care needs, for example
  Buckinghamshire's growth in demand is higher than other Local Authoritie's in the South-East. From 2020-21 to 202122 Buckinghamshire reported a 46% increase in people making contact for care needs compared to the regional
  average of 16% growth. (Comparative data for 2022-23 will be available in Nov).
- Challenges in the NHS translate into social care demand as a person's condition will usually deteriorate whilst waiting
  for health services and discharge from hospital.
- There is a growing demand for temporary accommodation and housing and homelessness services following the end of the pandemic related emergency accommodation provisions.
- The impact of the war in Ukraine and ongoing resettlement of eligible families from Afghanistan has led to an increase
  in refugees in the county which in turn has increased demand for housing across the county.
- The impact of housing growth places greater demand on services such as waste collection and household recycling centres.
- An increase in the number of referrals into children's social care where the primary concern is child and/or parent mental health difficulties

Buckinghamshire Council Annual Report 2022/23 -

#### **Infrastructure Pressures**

- National infrastructure projects such as HS2 and East West Rail continue to have an impact in Buckinghamshire though increased traffic, damage to the highways network and environmental impacts.
- The very cold weather that started in December, continued into January/February. This combined with very wet conditions, led to unprecedented levels of defects being reported which placed added pressure on our highways teams.

#### Supply/Recruitment

There are national shortages of skills in a number of professions which have led to difficulties recruiting and retaining staff for some services, including Children's and Adult Social Care, planning, teachers and teaching assistants and HGV drivers for waste collection. For example, the vacancy rate in Adult Social Care is typically over 35%. Staff shortages within the wider care sector also places significant constraints on the supply and stability of both home and residential care.

#### Impact of inflation

- Rising inflation is impacting the delivery of capital projects and programmes due to increase in cost of construction materials.
- More residents turning to the council for help and creating a pressure as resources have not increased to match demand.

#### **Education and Skills**

- The attainment gap between disadvantaged and non-disadvantaged pupils post pandemic remains a challenge.
- The pressure on schools and local authority resources to meet the increasing volume and complexity of pupils' needs.



# Strengthening our communities

People in Buckinghamshire are living longer and healthier lives, 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.

Our key delivery programme to achieve this is Opportunity Bucks
– Succeeding for All, which will focus on 10 wards where residents
are experiencing the most hardships, to design and deliver targeted
interventions that support improvement in outcomes for our residents.





# Strengthening our communities Our achievements this year



Joined the

#### Making Every Adult Matter network to work intensively with people who are facing multiple disadvantages

Established a local crisis fund with local charity partner Heart of Bucks to provide further help to residents experiencing cost-of-living hardship. Raised in excess of £190,000



71% of our care leavers in employment, education, and training compared to 57% across the South East

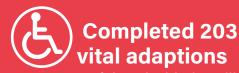
A total of

29 additional units
of accommodation for rough
sleepers encompassing high, medium
and low support needs will be delivered

50% reduction in rough sleeper count (16 recorded in 2022 compared to 34 in 2019)

#### Re-housed 1,541 households

into social housing tenancies via the Bucks Home Choice scheme in Mar 2022 - Apr 2023



as part of the Disabled Facilities programme between Apr 2022 and Mar 2023



An additional **509** affordable homes were delivered via Registered Providers 2022-2023

Our **16 Community Boards** have continued to bring together local communities to tackle local issues



In the year 2022/2023,

# they delivered 334 projects totalling some £1.7m.

Since their launch in 2020, **977** projects have been delivered totalling £5.7m

As of Jan 2023,
each £1 of Community Board funding
(community projects) has secured
£1.03 in contributory funding

More than **397 nominations** received for our Proud of Bucks Awards, with **46** winners and **48** commended recognising individuals, local groups and organisations

Launched our Town and Parish
Council charter, working on
22 pilots and 80 additional opportunities
to devolve assets to town and parish councils

Successfully defended the Council's position to decline to sell a parcel of land adjacent the old railway line at Bourne End against a Right To Contest application

**£420k** invested in replacing and improving children's play spaces, with all new play areas including accessible play equipment

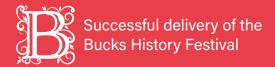
New interactive soft play
and sensory area in
Chesham Leisure Centre
and new outdoor play facilities
at the Chilterns Lifestyle Centre
in Amersham

over 3,526,602
visits to our leisure centres
in 2022/23, and lots of new activities
to help people stay healthy

Over 60 activities
hosted by our libraries in
partnership with local
community organisations
to celebrate the Platinum Jubilee

#### 497,766 visits

to main cultural venues in Buckinghamshire in 2022-2023





375.255 calls handled through our customer service centre and 5,813 webchats 5,815,584 visits to our website, 23,420 face-to-face visits to our Council Access Points (CAPs)

> Delivered 15 community housing events attended by over





Launched our Buckinghamshire Swan Envoys Scheme, a network of ambassadors who help to inspire and encourage others and promote Buckinghamshire



#### 89 consultation and engagement activities to date

(excludes those run by Transport for Buckinghamshire)

**Trained 20 volunteer cooking** tutors to deliver targeted 5-week cookery courses to key community groups across Bucks



Supported residents to reduce their sedentary behaviour working with over 60 partners we engaged with 4,826 residents including 1200 children through schools



by Health Visitors in Buckinghamshire between Apr 2022 - Mar 2023



have been delivered to those aged 40-74, which identifies early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia

72% of adults completing the weight management programme achieving a 3% weight loss and 57% achieving 5% weight loss



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 and the impending social care reforms, set out in the 'People at the Heart of Care' White Paper, will have significant impacts for us as an authority. 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.







The Helping Hand team through the Household helpinghand | Support Fund have delivered:

- 17,146 provisions of support to financially vulnerable households
- 82,939 digital food vouchers for eligible families during the school holidays



285 warm boxes given out through our libraries



**Under the Council Tax Energy** Rebate Scheme, we have paid out £19.2m to over 137,254 Buckinghamshire households so far

Accommodated 15 families from Afghanistan (March 2023) and as of Dec 2022, we have welcomed more than 1,600 Ukrainian guests into the County

**SIGN UP** 

Community Safety Officers, Street Wardens and Neighbourhood Policing teams carried out 55 visits throughout Nov and Dec 2022 as part of the Ask for Angela campaign

16 days of action held for white ribbon day

Launched the Bucks Domestic Abuse Partnership website providing information for victims and guidance for professionals

466 colleagues and partners have attended domestic abuse and violence against women and girls training



Recruited a further **186 Domestic Abuse Champions** 

Satisfaction survey results show the proportion of people who are satisfied with their care and support remains above

average at 66%

Significantly reduced the number of adults waiting over 28 days to be allocated a social worker

by 56%, from 71 to 31

Continuing our Adult Social Care annual reviews improvements, 5,712 people have been reviewed this year – an average of 109 per week compared to Regional (South-East) average of 102.

The number of people contacting adult social care for support has increased by 65%

since 2020-21. Of these, in 2022/23,

over 92%

were supported to <u>live independently</u> through advice and guidance, occupational therapy, reablement or telecare

Reduction in Occupational Therapy waiting list this year from 758 people (Apr 2022) to 217 people (Mar 2023)

Significant improvements in the timeliness of triaging safeguarding concerns in adults, despite increasing demand. Performance

increased to 88%

in Mar 2023, up from 43% in Apr 2022



44% of community clients receive direct payments compared to 27% in both England and the South-East (2021-2022)

Between Jan and Oct 2022, 520 new Education, Health and Care Plans were issued (excluding exceptions) with 66% of these within 20 weeks, which is

above national benchmark of 60%

There has been **an increase** in the number of adoptive families, **from 14** between April 2021 and March 2022 to **16** between April 2022 and March 2023



Management oversight on all open children's social care case records has increased from 66% of cases in Apr 2022 to **74%** in March 2023

In Nov 2022, **70%** of the percentage of 19–21-year-olds who have left care were in education, employment or training,

compared to 57%

across the South East

The number of completed assessments in 45 working days increased by 15% from 3,587 in 2021-2022 to 4.185 in 2022-2023

Increase in Initial Family Support Plans completed within 31 days

increased from 84% at the end of April 2022

to 95% March 2023

Management oversight on open Family Support Service cases (in the Early Help service) increased from 86% in Apr 2022 to 95% in March 2023

From Apr 2022 to Mar 2023,
Live Well Stay Well (LWSW) received

11,816 referrals compared to 10,221
for the previous year

During the same period, **1,105 adults** accessed a weight management service through the LWSW programme compared to **862** for the previous year

Nearly 14,000 children and young people eligible for free school meals, early years pupil premium or 2-year-old funded early education are receiving additional support through the Household Support Grant in the form of supermarket vouchers for the school holidays



**8,650** Home to School Transport passengers transported to school every day with over 458 families taking up personal transport budgets

Introduction of a further

4 new commercial
school bus routes
which run independently
of the Council

251 volunteers have led a programme of 70 Simply Walks (mostly weekly) across Buckinghamshire, with more than 1,000 walkers taking part each quarter (resulting in a footfall of approx. 26,000 over the year)!

Developed a Winter Readiness and Response Framework to plan and prepare for winter, working with 15 frontline services



Public Health have supported the NHS to see over 180,000 people receive a covid autumn booster vaccine within Buckinghamshire. This is over 70% of over 50's and over 85% of over 75's



Launched the **Resilience Tool Kit**for residents on our website to
provide advice to prepare for and
respond to an emergency, including
holding resilience workshops



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, a third is covered by the Metropolitan Green Belt and we have two National Trails (The Ridgeway and the Thames Path) running through the county.

Protection of the county's beautiful countryside, including areas of outstanding natural beauty and green belt will be achieved through the 'Brown before Green' principle.

We know we must deliver more homes and associated infrastructure for our growing population. By managing growth sensibly and responsibly (including identifying appropriate surplus public sector property and actively developing this for market, affordable housing, and key worker housing), 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.





# Improving our environment Our achievements this year



We are on track to reduce our carbon emissions by at least 75% by 2030

Nitrogen dioxide concentrations ( are lower than the 40µg/m3 (micrograms per cubic metre) annual mean in 2020 and 2021 across all monitoring locations in Buckinghamshire



Secured Government grants in excess of **£10.3m** to progress climate change projects

Continued the successful delivery of our 4-year £100m improvement programme to our highways network

Continuing our gully clearing programme with over 85,000 gullies in the county to help mitigate the impact of highway flooding



Fly-tipping offenders have been ordered to pay £83,794 in fines : and costs regarding dumping offences in Buckinghamshire in the year 2022-2023

We have completed **31** prosecutions, 20 Fixed Penalty Notices and 18 Simple Cautions for fly-tipping offences

Continuing to hold to account HS2 and EWR to seek mitigations for detrimental impacts including remuneration for roads

> 7,647 Highway related search requests in relation to the purchase of property or land completed in 2022-2023



Developed a new service model to transform the way we deliver the highways service

In 2022/2023 we completed 23,780 pothole repairs



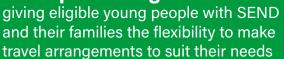
#### **Safe Drive Stay Alive**

celebrated its 19<sup>th</sup> year in 2022 and has welcomed over 324,000 visitors since its first performances in 2006

Buckinghamshire Council has topped a league of **59 local authorities** who are members of the ModeShift STARS scheme – with the council having the highest percentage of schools with a sustainable travel plan

Launched demand responsive transport pilot in High Wycombe delivering 25,000 trips since the launch and is now exceeding 250 passengers a day

Provided 467 Personal Transport Budgets



49 public bus routes subsidised with a £2.05m budget annually

Adopted our ambitious Electric Vehicle Action Plan



to provide access to low emission vehicles

#### secured £667k funding

to install charging points for **128 vehicles** 

in public car parks, resulting in an

increase of 30%

compared to Oct 2022

#### Bledlow Household Recycling Centre



opened in Jan 2023 to enable local residents to reuse, recycle and compost their waste at a more convenient location

2022 has seen a

#### 34% increase

in the amount of waste sent for reuse via the South Bucks Hospice Reuse Shops

#### **Over 1.16m**

visitors to the Country Parks in 2022-2023

#### Five Green Flag awards

for our parks: Heartlands in Buckingham, Vale Park and Bedgrove Park in Aylesbury, Higginson Park in Marlow and Hughenden Park in High Wycombe



4.4 out of 5

satisfaction rating from visitors to our main town and country parks

Finalists in national
Keep Britain Tidy awards for
Community Engagement,
for the Litter Bug Trail and Waste
Awareness Day events at Country Parks

62% of adults accessing a stop smoking service between Apr 2022 – Mar 2023 reported successfully quitting at four weeks compared to 55% in 2021-2022

Since June 2020
8.0 tonnes of produce
have been collected across
20 allotments through
Grow to Give
food donations



Buckinghamshire Council was **placed 5th nationally** 

for number of planning enforcement notices issued in 2021-2022, <u>the best</u> in the country outside of London

In 2022/2023 we have: issued **125** planning enforcement notices undertaken **1,730** investigations closed **1,707** cases



**14,500** planning and related applications registered in 2022 (Second highest number of applications registered nationally in 2022)

33,800 trees planted by end of March 2023

with proposals for an additional 132,000



# Extended e-scooter schemes by 18 months

in Aylesbury, High Wycombe and Princes Risborough, saving approx 50,000 car journeys and 20 tonnes CO2e (carbon dioxide equivalent)

# Delivered <u>over 4 miles</u> of new active travel routes

including Platinum Way, Berryfields to Buckingham Park and Wendover and 3 parallel crossings to prioritise people cycling and walking

# Opened the St Peter's Greenway



A <u>new</u> mile long cycling and walking route between the Buckingham Park and Berryfields developments in Aylesbury, providing a high quality link to schools and communities



across Buckinghamshire signed up to the Hotel Watch scheme



### Increasing prosperity

Buckinghamshire is a prosperous county and a successful place to do business, contributing £18 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 a leading economic area with global strengths in science, technology, and high-value manufacturing.

However, the Covid-19 pandemic has impacted this and the national trend shows that high levels of productivity and growth are beginning to slow, and levels of unemployment are rising. Our High Streets have been badly affected and are still facing challenges, including the change in retail habits with increased online demand and falling footfall in Town Centres. Action is needed now to ensure our economy remains fit for the future.





#### **162 businesses**

registered with Bucks & Surrey
Trading Standards (B&STS)
as primary authority, making it the
largest regulatory provider of
Primary Authority services



Service Excellence

 Leadership in Regulatory Services (for a member of the team)



to ensure an agreed vision for future economic growth and development in Buckinghamshire

### An estimated additional £3.7m

spent with local businesses in
Bucks through location filming on Council
owned/managed land handled through the
new Buckinghamshire Film Office

Over **£1.2m** secured in grants for local culture facilities and activities by the council and our culture partners



90.6% of schools are rated good or outstanding by Ofsted compared to 87.8% nationally (March 2023)

98% of early years providers are also rated good or outstanding, compared to 97% nationally



Key Stage 4 (GCSE and equivalent) results continue to be **above national average** compared to other local authority areas.

In 2022, the Attainment 8 score in Buckinghamshire was **57.3 compared to the national figure of 48.8** 

recruited 45 young people on six-month contracts as part of the Government Kickstart scheme.

→ 17 kickstarters

have secured a permanent role.

Buckinghamshire Council Annual Report 2022/23

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We hosted over 40 targeted council recruitment events in collaboration with hiring managers including:

- Try Before You Apply
- Care Leavers Event
- HM Prison events
- Homes for Ukraine



on apprenticeship programmes across council services and maintained schools

We attended

# 15 external place-based recruitment events

alongside other local employers attracting over 4,000 attendees

Secured **£5.8m** from the UK Shared Prosperity Fund which will support a range of local priorities including support local business, communities and place and people and skills

£1.8m of funding

through the Rural England
Prosperity Fund for grants
to rural businesses



We have run two projects funded by the Community Renewal Fund through 2022 which invested almost



**Buckinghamshire Council secured** 

£20.6m

of section 106 contributions from new development and

£6.8m

in Community Infrastructure Levy

The Council have spent **£22.8m** 

of S106 funds on infrastructure to mitigate the impacts of new developments

Delivered Cycleway schemes including Platinum Way, Berryfields to Buckingham Park and Wendover

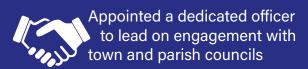


## Building, leading and managing the organisation Our achievements this year



An extensive electoral review process completed which has **significantly redefined** the membership and electoral wards

In partnership,
developed and launched the
Bucks Data Exchange,
a one-stop shop for data, insights
and statistics about the local area
and its population





**First** in country to implement

# integrated care IT system

connecting council, schools, hospitals and fire stations across the county

We have delivered £39m savings since the Council launched

Awarded a Talent Inclusion and Diversity Evaluation (TIDE) silver standard by the Employers Network for Equality and Inclusion (ENEI) TIDE scheme in 2022



ahead of schedule

On track to deliver a new planning system, with a clear forward plan in place linked to streamlining operating systems post unitarisation

Procured a new CRM platform to provide a single point of interaction for customers





in revenues a year, went live.

The project moved

- over 9 million documents
- 1.5 million council tax accounts
- and 140,000 housing benefit accounts

Successfully completed a major upgrade of Capita Pay 360 which manages millions of pounds of customer payments





Implemented a new hybrid digital post room.

It is estimated that the Council deals with 137,000 inbound items of mail and 860,000 outbound items. Approximately 80% of all inbound mail will be scanned and digitally sent to the relevant recipient

Establishment of a Shareholder Committee in order to oversee governance arrangements and performance of the council's companies and joint ventures and ensure that the outcomes it requires are delivered in the most effective way





All results are driven by a committed and engaged workforce who strive to do their best for the residents and businesses of Buckinghamshire

# The next chapter

Reflecting on our achievements for 2022 we can be proud of all that's been achieved. Together with our partners we continue to deliver our ambitions and priorities to make Buckinghamshire the best place in which to live, raise a family, work, and do business.

Buckinghamshire is widely known as an affluent county with great outcomes. However, we know that this overall picture masks some significant variations in outcomes, with some areas experiencing significant hardship. 'Opportunity Bucks - Succeeding for All' provides a framework for bringing partners together to focus our collective resources on tackling those local priorities that will make a difference to the outcomes of residents. Moving forwards we will continue to deliver services and improvements for our residents, whilst addressing significant variations in outcomes and opportunities.

Our commitment to localism is a key strength that we can draw on. We recognise that our communities are distinct places, with their own local sense of identity, and their own definitions of success. Local residents need to be at the core of what we do. In developing levelling up plans, we will work with residents at a local level to ensure that action builds on local strengths and responds to the needs, ambitions and experiences of the specific individual communities.

As part of the new health and care integration arrangements for the Buckinghamshire, Oxfordshire and Berkshire Integrated Care System, we have worked with partners to establish a place based partnership for Buckinghamshire. Formalising existing informal arrangements, this will assist senior leaders across health and social care to oversee and tackle key strategic issues for health and care integration in Buckinghamshire and support the delivery of the Buckinghamshire Joint Local Health and Wellbeing Strategy. The place based partnership, known as the Buckinghamshire Executive Partnership, will start meeting in April 2023.

In February 2023, Cabinet agreed to establish a Place Based Growth Board which will ensure close working with some of our key partners towards an agreed vision for future economic growth and development in Buckinghamshire. This board will provide a more streamlined and integrated place based growth approach and furthers Buckinghamshire's ambition to lead the way in defining what best in class integration looks like for economic delivery. The areas of strategic focus, each with their own board sitting beneath the Growth Board, are: Place & Regeneration; Opportunity Bucks; Skills; Enterprise & Investment.

As we move to an integrated place based growth model it allows for a strategic review of our approach to economic prosperity across Buckinghamshire in which thematic activity including health, economy and physical environment may be coordinated to best effect. This will include the creation of a pooled investment fund to help catalyse investment linked to agreed priorities and following agreement of our regeneration framework and plans for Aylesbury, Chesham and High Wycombe, we have the foundations to regenerate these key towns within our county.

By using resources wisely, embracing new technology and working in collaboration with our partners we will continue to shape our services around people and communities.

Our local strategic partnerships continue to place us in the best possible position across the whole of Buckinghamshire to co-ordinate a strong response to whatever scenario presents. It means we can adapt quickly to situations and offer a warm welcome to people displaced from their homes through war or other factors, ensuring targeted wrap around support is available to ensuring that refugees are facilitated to set up a new life here in Buckinghamshire.

We want to ensure that all Buckinghamshire residents have the opportunity to succeed in life, to play their part in and share in the success of the county.





