Business Intelligence

Council Plan Refresh 2021: Public Engagement

Report of results

produced by

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Contents

1. Background

In 2019, Warwickshire County Council engaged with residents and other stakeholders in the County on the proposed objectives for the Council Plan 2020-2025. This plan launched in February 2020, but implementation and delivery were interrupted by the COVID-19 pandemic, and in autumn 2020 the plan was superseded by a Recovery Plan. Following this Warwickshire County Council is developing a new five-year Council Plan.

The ambition remains to make Warwickshire the best it can be, now and for future generations with three outcomes being proposed. These are for Warwickshire to be:

- A county with **a vibrant economy and places** with the right jobs, skills, and infrastructure.
- A place where people can live their **best lives**; where communities and individuals are supported to live safely, healthily, happily and independently.
- A place with **sustainable futures** which means adapting to and mitigating climate change and meeting net zero commitments.

Engagement with residents and other stakeholders has been carried out to determine views on the importance of a series of draft objectives for the new Council Plan under these three strategic outcomes. Draft objectives on delivery of these outcomes were also presented and views sought. In addition, respondents were asked about priorities for spending.

This report presents the findings from the public engagement exercise.

2. Method

An online survey was developed and hosted on the Citizen Space 'Ask Warwickshire' webpage (https://ask.warwickshire.gov.uk/) to gather the views of stakeholders on the proposed outcomes and areas of focus for the Council Plan 2022-2027. The survey was live between 18th September 2021 and 17th October 2021.

In addition, to this main survey, respondents could also access the questions in the survey in alternative ways:

- An easy read version accessed via the main survey.
- A survey designed for young people accessed via a private link shared between 27th September and 17th October 2021.
- A paper copy of the questionnaire could be requested along with alternative formats and languages.

People could also respond directly by email to askwarwickshire@warwickshire.gov.uk, or in writing.

The engagement activities were promoted to potential respondents using a variety of methods:

- Social media - daily posts across all WCC corporate accounts and regular sharing across service led accounts including Family Information Service (FIS); Warwickshire Fire and Rescue Service (WFRS); Warwickshire Libraries; and Economy & Skills. Boosted and targeted posts reflecting underrepresented groups.
- Strategic partners - email to strategic partners (district and borough councils; health; Police; business; universities etc) and MPs from WCC Chief Executive and Leader
- Communities and Partnerships - utilising all networks to voluntary and community sector partners through the Communities and Partnerships team. Also sent to other organisations/groups – Warwickshire Pride; Warwick District Faith Forum; Community Safety Partnerships; Grapevine; Making Space; and WCC commissioned services.
- Town and Parish Councils (TAPC) - emailed directly and promoted through Warwickshire Matters (TAPC newsletter)
- Internal / WCC staff - articles in Working for Warwickshire (W4W), Strategic Director broadcasts, Strategic Leadership Forum and Intranet homepage.
- Digital advertising - with Reach PLC (Coventry/Warwickshire Telegraph/Nuneaton News) – included digital display ads, targeted social media ads, and print ads.
- Other channels - Warwickshire Means Business; weekly engagement packs (including district and borough councils, extensive distribution to partners); FIS newsletter, Heads UP and direct email to other communications leads, WCAVA and Equip.

See Appendix 1 for further details of promotion of the engagement survey.

Results from the three surveys were combined and the combined analysis is presented throughout other than where stated. The surveys contained both quantitative and open-ended questions. Qualitative data has been analysed by coding the comments provided by respondents into themes using NVivo to help organise the information. See Appendix 2 for a copy of the main survey and questions asked.

3. Key Messages

There were **598 responses** to the public engagement activity. The majority of respondents completed the survey as a Warwickshire resident (**88.5%**), with a further **7.9%** saying they worked in Warwickshire. Respondents living in **Warwick District** were over-represented whilst those living in **Nuneaton and Bedworth Borough** and **Rugby Borough** were under-represented.

Vibrant economy and places

- The majority of respondents felt that all proposed areas of focus to achieve the 'Vibrant economy and place' strategic outcome were either very important or important.
- **'Educational attainment'** was the area of focus that most respondents said was either very important or important - **94.8%** of all responses, **100%** of responses from young people.
- The area of focus that respondents were least like to say was very important or important was **'Connected County'** - **89.3%** of all responses, with **7.2%** saying it was of little importance or not important.
- When asked what key actions Warwickshire County Council could carry out to deliver the areas of focus within the 'Vibrant economy and places' outcome, the most common responses related to: **investment in and improvement of sustainable (public) travel and transport options** (e.g. walking, cycling); **access to quality education** (including good schools, learning, development and training opportunities); **concerns regarding (housing) developments/urban expansion**; **general environmental concerns** (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns); and **improvement to/investment in local infrastructure** (e.g. road maintenance, access to local services, facilities and amenities).

Best lives

- The majority of respondents felt that all proposed areas of focus to achieve the 'Best lives' strategic outcome were either very important or important.
- **'Safe communities'** was the area of focus that most respondents said was either very important or important - **95.2%** of all responses.
- The area of focus that respondents were least like to say was very important or important was '**Develop the conditions for a Community Powered Warwickshire'** - **85.8%** of all responses with **10.9%** saying it was of little importance or not important.
- When asked what key actions Warwickshire County Council could carry out to deliver the areas of focus within the 'Best lives' outcome, the most common responses related to: **promotion/support for health and wellbeing initiatives** (e.g., physical exercise, mental health); **investment in/support for children/young people** (youth service provision, access to good education, education/career opportunities); and **safety/security** (policing, speeding, violence, anti-social behaviour, drinking/drug-taking).

Sustainable futures

- The majority of respondents felt that all proposed areas of focus to achieve the 'Sustainable futures' strategic outcome were either very important or important.

- '**Biodiversity**' was the area of focus that most respondents said was either very important or important - **93.8%** of responses.
- The area of focus that respondents were least likely to say was very important or important was **'Net zero council'** - **78.3%** of all responses with **17.2%** saying it was of little importance or not important.
- When asked what key actions Warwickshire County Council could carry out to deliver the areas of focus within the 'Sustainable futures' outcome, the most common responses related to: **investment in/improvement of sustainable or 'green' (public) travel and transport options** (e.g. walking, cycling); **general environmental concerns** (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns); and **focus on/support for/investment in renewable energy schemes/initiatives**.

Delivery of outcomes

- The majority of respondents felt that all areas of focus propose to achieve delivery of the strategic outcome were either very important or important.
- '**Delivering value for money**' was the area of focus that most respondents said was either very important or important - **92.6%** of responses. This was closely followed by '**Great partnership working**' - **90.6%**.
- The area of focus that respondents were least likely to say was very important or important was '**Putting the customer first**' - **80.6%** with **15.2%** saying it was of little importance or not important.
- When asked what key actions Warwickshire County Council could carry out to deliver the areas of focus within the sustainable futures of outcome, the most common responses related to: **improving communication and engagement (with local residents)** – opportunities to listen, learn and feedback; **importance of integrated working, joined-up thinking and collaboration with partners;** and **delivering value for money (transparency on finance, resources and plans).**

Spending priorities

- The areas of focus that respondents were most likely to choose for Warwickshire County Council to **make savings on** if required were: '**developing place**' (10.5% of responses); '**investment, jobs and growth**' (10.1%); '**future skills**' (9.9%) and '**connected county**' (9.4%). The areas of focus chosen by the lowest number of respondents were 'Child Friendly Warwickshire' (5.7%); 'Safe communities' (5.8%) and 'Biodiversity' (5.8%).
- The areas of focus that respondents were most likely to choose for Warwickshire County Council to **spend more on** if it became available were '**educational attainment**' (13.3% of responses); '**healthy, happy and independent lives**' (9.3%) and '**developing place**' (8.9%). The area of focus that respondents were least likely to choose as an area where money could be spent if it became available was 'Future skills' (4.6%).

In response to the question: **'What three things do you think could improve life in Warwickshire for future generations?':**

- There were **419** responses
- The most common themes from responses were: **investment in/improvement of sustainable 'green' (public) travel and transport options** (e.g. walking, cycling) (28.9%, n=121); general **environmental-related concerns** (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns) (28.4%); the **importance of education and skills** (including good schools, learning, development and training opportunities) (24.8%) and concerns regarding **(housing) developments/urban expansion** (20.0%).

In response to the question **'What do you think we could be doing now to work towards these?':**

- There were **362** responses
- The most common themes from responses were: investment in and ensuring **access to good quality education** (16.3%); **improve communication and engagement with local residents** providing opportunities to listen, learn and feedback (15.7%); comments on **housing, developments and urban expansion regulation/policies** (15.2%); and investment in and encouragement for **protection of green spaces and local environment** (inc. recycling) (14.9%).

4. Questionnaire results

In total there were **598** respondents to the engagement exercise across the three surveys:

- Main survey – 453 responses
- Easy read survey – 77 responses
- Young person's survey – 68 responses

In addition, one email response was received.

4.1 Respondent Profile

Figure 1 shows in what capacity respondents were completing the surveys. The majority of respondents were Warwickshire residents (77.1%, n=461) or young people who live in Warwickshire (11.4%, n=68).

Figure 1: Which of these descriptions best describes why you are completing this survey?
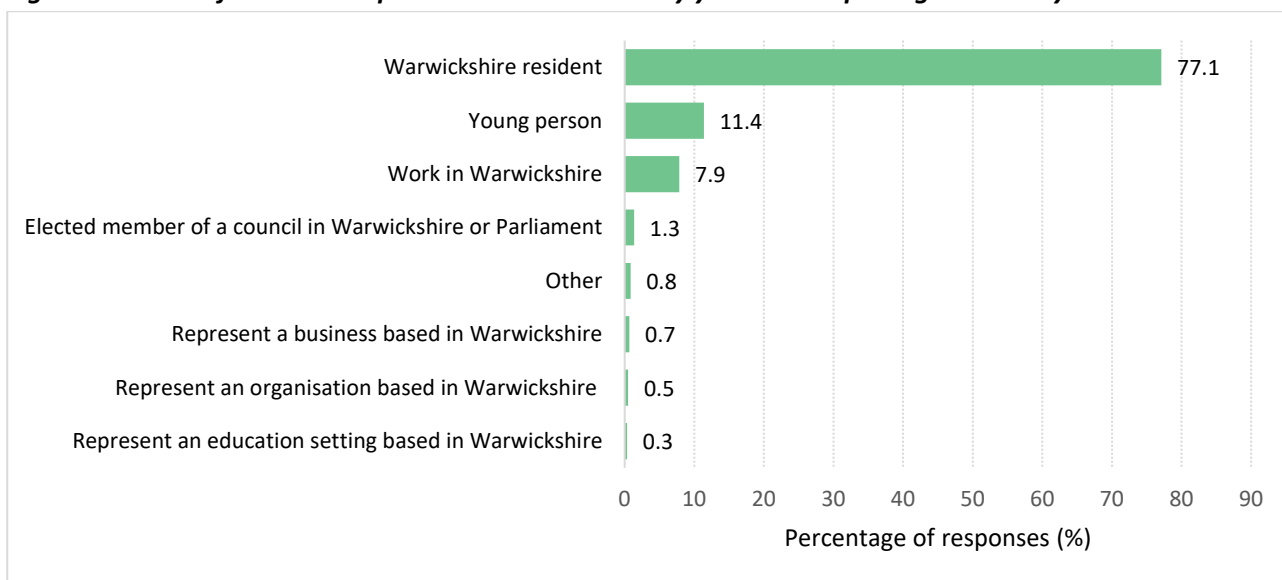
Respondents who said they were a Warwickshire resident or who responded to the young person's survey were asked to say in which area of Warwickshire they lived. The highest proportion of respondents across all surveys lived in Warwick District (40.3%, n= 213) (Figure 2). Table 1 shows a breakdown of the number and percentage of respondents living in each area respondents who responded as a Warwickshire resident or completed the Young Persons survey. Respondents from Nuneaton & Bedworth Borough and Rugby Borough were under-represented, with respondents from Warwick District being over-represented.

Respondents who completed the main survey and easy read survey in a capacity other than as a resident were asked the district or borough in which they worked or undertook their role. The highest proportion of respondents were based in Warwick District (39.7%, n= 27) or County wide (20.6%, n=14)(Figure 3).

Figure 2: Area of residence of respondents who responded as a Warwickshire resident or completed the Young Persons survey
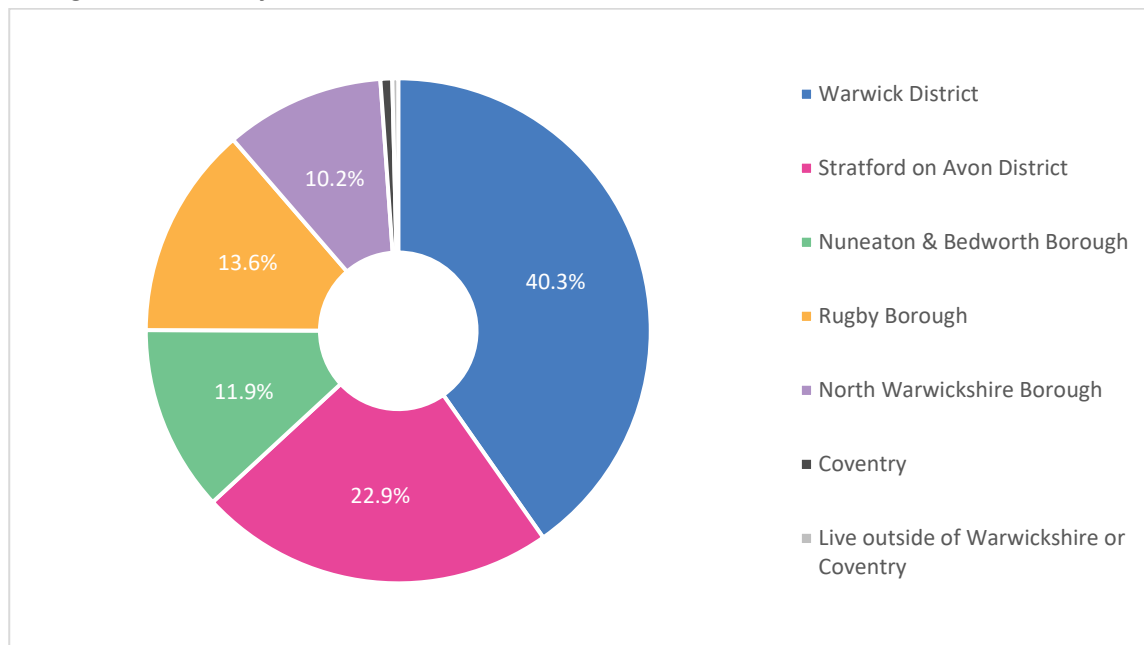

Table 1: Area of residence of respondents who responded as a Warwickshire resident or completed the Young Persons survey by survey type

District/borough	Main		Easy read		Young persons		All surveys		County Population %
	No.	%	No.	%	No.	%	No.	%	
Warwick District	159	40.6	16	23.5	38	55.9	213	40.3	24.9
Stratford on Avon District	83	21.2	18	26.5	20	29.4	121	22.9	22.7
Nuneaton & Bedworth Borough	55	13.8	7	10.3	1	1.5	63	11.9	22.3
Rugby Borough	54	13.8	13	19.1	5	7.4	72	13.6	19.0
North Warwickshire Borough	42	10.7	10	14.7	2	2.9	54	10.2	11.2
Coventry	0	0.0	3	4.4	1	1.5	4	0.8	-
Live outside of Warwickshire or Coventry	0	0.0	1	1.5	1	1.5	2	0.4	-
Total	393		68		68		529		

Figure 3: Area where respondents completing the survey in a capacity other than as a resident worked or undertook their role
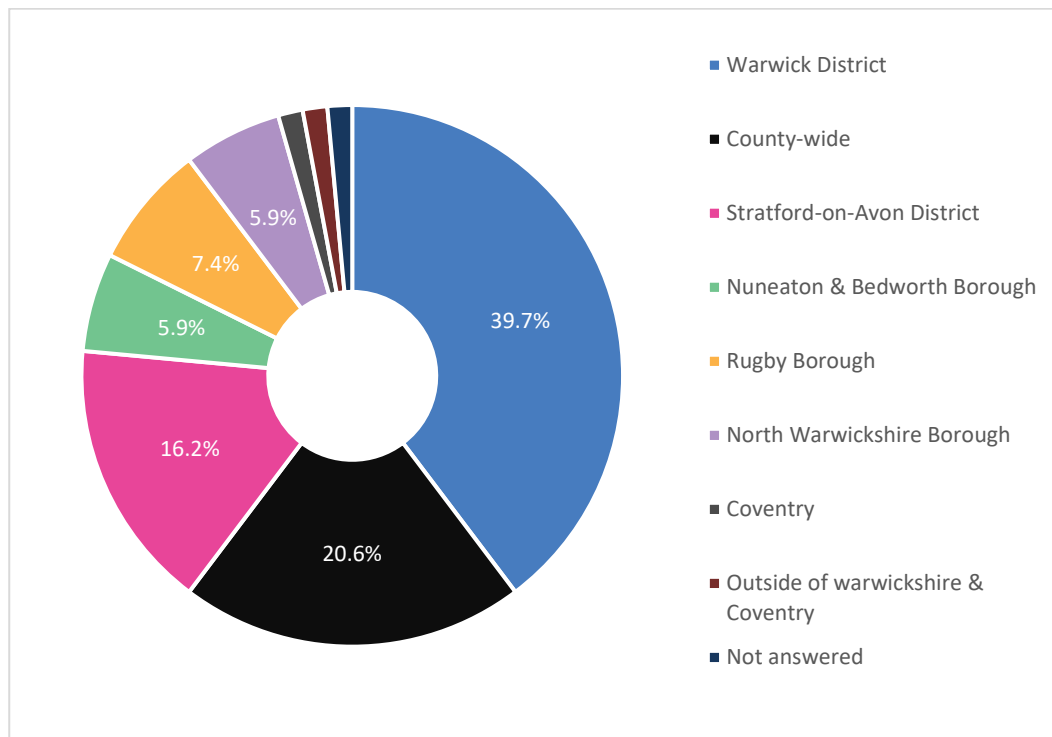
Respondents to both the main survey and the easy read survey were asked if they were an employee of Warwickshire County Council. Just over a fifth of respondents (20.4%, n=108), indicated that they worked for Warwickshire County Council.

Table 2 shows the characteristics of respondents completing the three surveys.

Table 2 – Characteristics of respondents (n=598)

	Sub-group	Main		Easy read		Young persons	
		Count	%	Count	%	Count	%
Age group	Under 18	1	0.2	0	0	61	89.7
	18 – 24	7	1.5	0	0	3	4.4
	25 - 39	75	16.6	7	9.1	2	2.9
	40 – 49	92	20.3	14	18.2	0	0
	50 – 59	121	26.7	18	23.4	2	2.9
	60 – 64	40	8.8	5	7.8	0	0
	65 – 74	53	11.7	21	27.3	0	0
	75 +	27	6.0	4	5.2	0	0
	Not Answered	12	2.6	3	3.9	0	0
	Prefer not to say	25	5.5	4	5.2	0	0
Disability	No	340	75.1	58	75.3	58	85.3
	Yes	55	12.1	12	15.6	6	8.8
	Not Answered	15	3.3	1	1.3	1	1.5
	Prefer not to say	43	9.5	6	7.8	3	4.4
Ethnic background	Asian or Asian British - Indian	8	1.8	5	6.5	5	7.4
	Asian or Asian British - Pakistani	1	0.2	0	0	1	1.5

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	Black or Black British - African	1	0.2	0	0	1	1.5
	Black or Black British - Caribbean	1	0.2	0	0	0	0
	Chinese	1	0.2	0	0	0	0
	Mixed - Asian and White	4	0.9	0	0	1	1.5
	Mixed - Black Caribbean and White	1	0.2	0	0	0	0
	Other Asian Background	1	0.2	0	0	0	0
	Other Mixed Background	6	1.3	0	0	0	0
	Other White background	18	4.0	3	3.9	2	2.9
	White British	340	75.1	60	77.9	55	80.9
	White Irish	10	2.2	0	0	0	0
	Not answered	33	7.3	3	3.9	2	2.9
	Prefer not to say	24	5.3	6	7.8	1	1.5
	Prefer to self-describe	4	0.9	0	0	0	0
Gender	Female (including trans female)	239	52.8	45	58.4	42	61.8
	Male (including trans male)	137	30.2	28	36.4	20	29.4
	Non-binary / agender / gender-fluid	2	0.4	-	-	-	-
	Not Answered	25	5.5	1	1.3	1	1.5
	Prefer not to say	40	8.8	3	3.9	3	4.4
	Prefer to self-describe	10	2.2	0	0	2	2.9
Transgender	Yes	1	0.2	0	0	1	1.5
	In some ways	1	0.2	0	0	2	2.9
	No	390	86.1	66	85.7	63	92.6
	Not Answered	22	4.9	6	7.8	1	1.5
	Prefer not to say	39	8.6	5	6.5	1	1.5
Religion	Buddhism	2	0.4	0	0	0	0
	Christianity	169	37.3	37	48.1	18	26.5
	Hinduism	2	0.4	2	2.6	1	1.5
	Islam	1	0.2	1	1.3	2	2.9
	Judaism	1	0.2	0	0	0	0
	No religion	189	41.7	18	23.4	38	55.9
	Other religion or belief	11	2.4	0	0	1	1.5
	Sikhism	3	0.7	2	2.6	2	2.9
	Spiritualism	5	1.1	2	2.6	2	2.9
	Not Answered	20	4.4	3	3.9	1	1.5
	Prefer not to say	50	11.0	12	15.6	3	4.4
Sexuality	Asexual	10	2.2	0	0	2	2.9
	Bi / bisexual	5	1.1	2	2.6	6	8.8
	Gay man	6	1.3	2	2.6	2	2.9
	Gay woman / lesbian	2	0.4	1	1.3	0	0
	Heterosexual / straight	330	72.8	58	75.3	44	64.7
	Pansexual	4	0.9	0	0	3	4.4
	Not Answered	25	5.5	6	7.79	3	4.4
	Prefer not to say	71	15.7	8	10.4	5	7.4
	Other	0	0	0	0	3	4.4

Respondents were presented with information on proposed areas of focus for the next five years, to ensure Warwickshire has a vibrant economy and places, made up of the right jobs, skills, and infrastructure:

- **Investment, growth and jobs**: Develop a sustainable economy by focusing on productivity, targeting inclusive economic growth and attracting investment and jobs into the county
- **Future skills**: Work with business and partners to inform the key skills requirements and provision now and for the future
- **Developing place**: Develop attractive, accessible, safe, prosperous, inclusive, sustainable places where people want to live, work and visit
- **Connected county**: Encourage the creation of infrastructure that will support strong, prosperous and accessible places and economy with improved transport, active travel, energy, and digital (fibre and mobile) connectivity
- **Educational attainment**: Enabling an inclusive, high quality education for all children and young people within Warwickshire with a particular focus on vulnerable groups

Further detail on what each of the areas of focus could mean were also provided (see Appendix 2)

Respondents were then asked how important each of the proposed areas of focus are. Figure 4 shows that the majority of respondents felt that all proposed areas of focus were either very important or important.

Figure 4 – Thoughts on Vibrant Economy and Places areas of focus
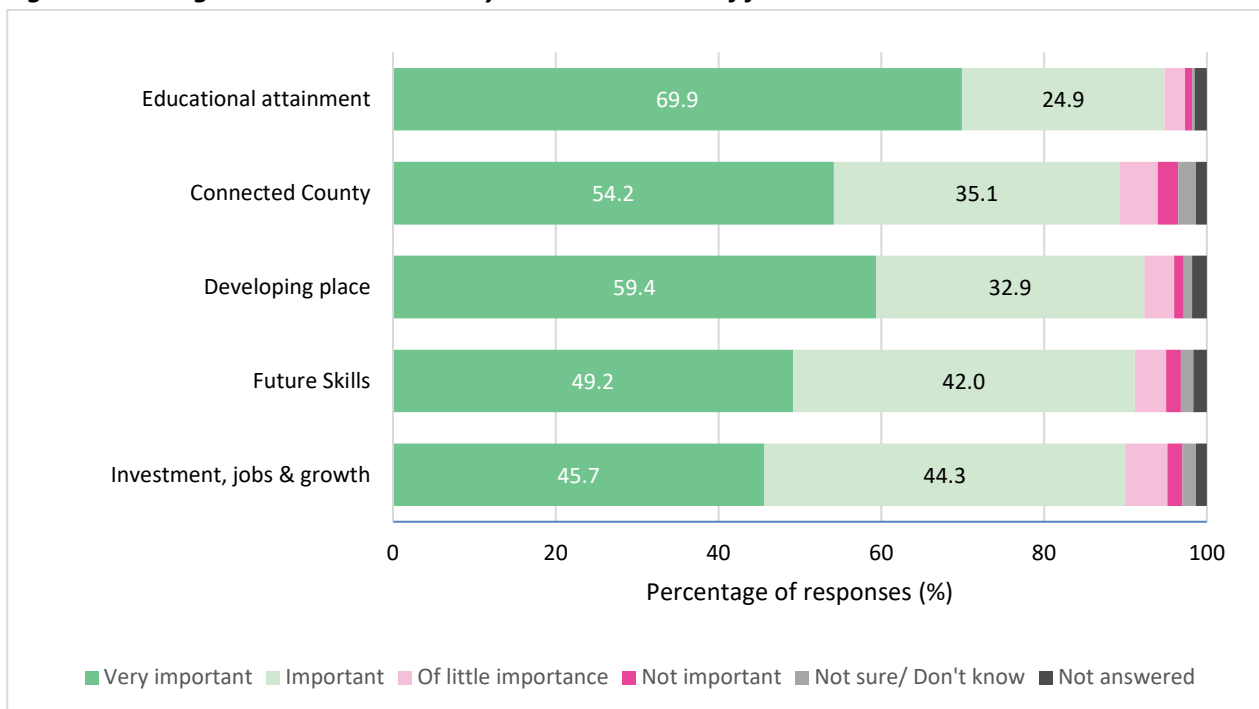
Educational attainment was the area of focus that most respondents said was either very important (69.9%, n=418) or important (24.9%, n= 149), a total of 94.8% of responses. One hundred percent

of respondents to the young person's survey rated educational attainment as either very important (89.7%, n=61) or important (10.3%, n=7). The area of focus that respondents were least likely to say was important or very important was 'Connected County'; 89.3% (n=534) of respondents thought this was very important or important with 7.2% saying it was of little importance or not important.

Respondents were also asked what key actions Warwickshire County Council could carry out to deliver these areas of focus. In both the easy-read version and the young person's version, this question was worded slightly differently: 'Is there anything you think we should do to achieve these things?'. All responses across the three versions of the survey have been grouped and analysed together.

In total, 288 free text responses to this question were received. Analysis was undertaken and themes are presented in Table 3 below. Respondents also took this first free text question as an opportunity to comment on a wide variety of themes and areas of focus, rather than specifically concentrating on vibrant economy and place. Many of the themes overlap and/or interlink. The most common response was around investment in and improvement of sustainable (public) travel and transport options (e.g., walking, cycling) – around a third (34.4%, n=99) of respondents who left a comment to this question mentioned this in their response. Other common themes included: access to quality education (including good schools, learning, development and training opportunities) (20.8%, n=60), concerns regarding (housing) developments/urban expansion (16.3%, n=47), general environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns) (15.6%, n=45), and improvement to/investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities) (14.6%, n=42).

Table 3. Themes based on qualitative comments regarding 'vibrant economy and places' – "In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?"

Theme / description	Count (%)	Example quotation(s) for illustration
Investment in /improvement of sustainable or 'green' (public) travel and transport options (e.g. walking, cycling)	99 (34.4%)	*"High standard (and well maintained) provision for active travel with pavements not covered in cars and safe segregated cycle infrastructure will allow for your "Connected County" and "Developing Place" focus areas"* *"The county council must put a focus on the roll out of high-quality walking and cycling networks and public transport links (bus and rail) to enable and promote a true and meaningful modal shift away from motor transport. This includes connections between towns and villages"* *"Improvement in the public transport system, bus services in particular, with regard to providing a service that runs routes all the way to the destination - not going out of service halfway through, and providing more buses after 6pm"* *"Creating world class, inclusive, active travel infrastructure that is separate and prioritised over motorised traffic. To follow Wales leadership in prioritising funds to active travel before investing in roads for vehicles, reducing the amount of congestion by making*

		active travel more appealing (saving money on unnecessary motor vehicle infrastructure, reducing pollution, reducing climate impacts, improving societal health and wellbeing and protecting the NHS). It's a win win really"
		"Improving the transport network - it needs to be easy to get around to fulfil any of these actions"
		"Enabling (making it safer) greener transport - (such as bikes) for people to travel within the county for those shorter journey's from rural to market towns, also enabling safer routes for those in the market towns (hubs) to cycle for wellbeing in the beautiful Warwickshire countryside, without causing population and congestion"
Access to quality education (including good schools, learning, development and training opportunities)	60 (20.8%)	*"Invest in schools… support schools that are struggling to get them up to a suitable standard"*
		"Inclusive education for all within the borough… with proper support"
		"Improving education attainment by focusing on achievement gaps, supporting those with special educational needs to fulfil their potential and helping our children and young people catch-up on their education"
		"Young people are our future so investing in them right from the start of their education is key. Ensuring there are equal opportunities for all whatever their background and whatever path they take i.e. university, college or apprenticeships"
		"Quality of early education is critical to achieving long-term change. While all of the above are important, if we want significant and sustainable change our efforts must start at childhood; teaching standards must improve, approaches to teaching and learning must be expanded to maximise inclusion and outcomes, and more time should be invested in behaviour change where families struggle to participate"
		"Education and infrastructure I think are key to developing the economy in Warwickshire… As a mother of two children, I fear that education opportunities are being missed in the drive to get good GCSE's. Some children do better with skills based education which could help the local economy better than pushing for university education all the time"
Concerns regarding (housing) developments/urban expansion and sprawl, housing affordability	47 (16.3%)	*"Stop building huge housing estates on green spaces, and where they are built ensure that the infrastructure is updated to support them"*
		"have a clear and honest strategy around urban development in the county and not reactive applications from companies. Speak with residents about views on future developments so that there is little surprise and less opposition to plans"
		"Provide more social housing and housing at reasonable rent"
		"Too much focus on building new houses in new sub-divisions on the outskirts of town"

		"Tear up housing development plan and ensure that all new homes net zero"
General environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns)	45 (15.6%)	*"Ensure our green spaces are valued and maintained"* *"Banish litter, crack down on fly-dumping (use concealed cameras?), over-noisy vehicles, neglected hedgerows obscuring road signs… etc."* *"Make the environment a core feature of all that you tend to pursue and plant a tree for every resident every year"* *"One recycling scheme for whole county that works and is to a common exemplary standard. Plant millions of trees. Green the verges and roundabouts. Green roofs on bus shelters"* *"Investment in parks, outdoor spaces"*
Improvement to /investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities)	42 (14.6%)	*"Maintain roads to a far better standard"* *"Repair the roads, the amount of potholes is ridiculous"* *"Community hall, sport complexes, doctors surgeries local transport, etc etc."* *"More community centres, better local sports facilities"* *"Communal spaces that stay open later (libraries, community halls). In general, night-time economy seems to revolve around alcohol, whereas community assets such as community cafes could stay open later and be a safe alcohol-free space to socialise at affordable costs (these should be in 'destination spaces' such as a fine room in a town hall etc).*
Ensure training/skills match up with local employment opportunities (job recruitment and partnership links to businesses/industries)	41 (14.2%)	*"Enabling an inclusive, high quality education for all children and young people within Warwickshire with a particular focus on vulnerable groups - create end point skills that are more attractive to businesses. The education curriculum has changed little over decades whereas businesses skill requirements has"* *"Help children understand that there are many areas of educational attainment not all academic and increase career advice so we help fill the areas of the job market which are under skilled"* *"Working with employers to determine the skills school children will need in the future… We should focus on promoting apprenticeships rather than encouraging young people to get any degree for the sake of it"* *"Digital skills and life-long learning"* *"Supporting schools delivering design and technology education to help ensure a skilled and adaptable workforce of the future"*
Incentivise/support sustainable/renewable 'green measures, jobs and opportunities (e.g. 'climate friendly' schemes)	41 (14.2%)	*"Invest in renewable energy generation and electrical charging networks"* *"Provide grants to properly insulate homes and implement green heating"*

		"Ensure that all action takes account of sustainability and moves towards carbon neutrality" *"Investing in green initiatives - may provide jobs and will also help solve the energy crisis and climate change damage"* *"Where is the focus on building green and sustainable future in response to the climate emergency?! There needs to be focus on increasing and supporting biodiversity wherever possible. Carbon neutrality and capture must direct any decision on development, transport and connectivity. That is not clear in these statements. The key action in each area would be to appoint someone to a) search for the best green initiatives and b) assess the environmental impact of any other proposal"*
Support for local businesses to stimulate local economy	40 (13.9%)	*"Encourage independent small businesses that aren't just coffee shops by having accessible rents"* *"Encourage a number of different businesses to operate in the area to create as diverse number of jobs as possible"* *"Support smaller businesses to take on workers* *"Supporting business relocation to the County to provide first class jobs into the future"* *"Support the use of business units for other purposes e.g. residential, indoor markets. Support independent retailers to get started & add vibrancy to the local shopping experience"*
Regeneration of town-centres and/or brownfield land	29 (10.1%)	*"Revitalise Town centres by allowing free parking as all shopping goes to out of town free parks otherwise. Consider a creative quarter in each town where rents are low to encourage small artisan start ups, this will bring in footfall and make a feature to attract visitors… Stop pricing out businesses from town centres if you want them to survive"* *"Nuneaton town centre is dire. Nothing to attract people to want to shop in the town"* *"In Leamington, as elsewhere, there has been an exodus of shops to the out of town retail parks, leaving many units vacant. This decline must be arrested quickly"* *"Help improve Rugby town centre. At the moment it's just charity shops and cafes. Take a look at business rates and make it a more attractive prospect to open a shop in the town centre"*
Improve communication and engagement (with local residents) – opportunities to listen, learn and feedback	25 (8.7%)	*"Clear communication with our communities - ensure we listen to them about what's really happening on the ground and what's important to them. Ensure they don't feel 'done to' but that we take them with us on our journey. Invest in them to help shape our services i.e. co-production"* *"Listen to local people's lived experience. Don't presume you know what's best for those living and working in the county"* *"Clearer communication and transparency, so that each decision and action reflects the priorities outlined above"*

		"Involve local groups with decisions which may affect their communities. Listen to what people want, not what you think they want"
Investment in /improvement of SEND/special schools	24 (8.3%)	*"Ensure those with SEND are well supported by teaching assistants"* *"Improving training for teachers of Send pupils. Recruiting more staff with generous packages for special schools due to the increase in pupils in Warwickshire"* *"Invest properly in SEND particularly to enable greater integration of students at mainstream schools/colleges"*
Importance of integrated working, joined-up thinking and collaboration	21 (7.3%)	*"Work more closely with the strategic partners including the district / borough councils and other public authorities to identify and agree how the priorities can be progressed. The local Community Partnerships provide a suitable means to develop agreed actions to do this"* *"Work more collaboratively with district and parish councils"* *"More emphasis should be given to local groups and organisations to get things done"*
Focus on action/delivery (not just words)	21 (7.3%)	*"Focus on action rather than words"* *"There are too many plans, objectives, initiatives, projects etc. and it's hard to see how they are integrated and collectively result in long term benefits for the community. It will be important to consolidate these plans to make them more comprehensible to the community, and then to report back in a clear, concise and transparent way on progress* *"Stop having consultations, meetings and discussions and get on with the activities to deliver on the focus. Too much time is wasted on non-essential activities"*

Other themes mentioned by a smaller number of respondents included: disparities/inequalities between different areas of the county (e.g. North compared to South) (n=17), concerns regarding parking (n=16), support for health (physical, mental) and social care services (n=16), digital connectivity, internet access and skills (n=13), clear planning and objectives (not wasting public spending) (n=12), safety concerns (e.g. policing, speeding vehicles, drugs, drinking, anti-social behaviour issues) (n=11), accessible activities and facilities for young people (e.g. youth clubs, child care, early years support) (n=11), support for vulnerable groups (e.g. elderly, those with disabilities or long-standing health conditions) (n=11), importance of civic/community involvement, responsibility and pride (n=10), rural isolation (n=9), stimulating tourism/visitors to the county (n=6), concerns around Council Plan 2021 proposals/survey wording (n=5), specific concerns regarding HS2 (n=3), access to culture and arts (n=3), role of social media (n=2), and specific concerns around homelessness (n=2).

Respondents were presented with information on proposed areas of focus for the next five years, to ensure people in Warwickshire can live their best lives, and are supported to live safely, healthily and independently:

- **Child Friendly Warwickshire:** a county where all young people get the best start in life
- Develop the conditions for a **Community Powered Warwickshire**: enable strong, connected, inclusive and active communities
- **Safe communities:** help people and our communities to feel safe by tackling the causes and impact of crime, promoting fire safety and preventing harm from fire
- **Healthy, happy and independent lives:** promote health and well-being and support independent living by understanding inequalities and preventing their causes

Further detail on what each of the areas of focus could mean were also provided (see Appendix 2)

Respondents were then asked how important each of the proposed areas of focus are. Figure 5 shows that for all areas the majority of respondents felt the proposed areas of focus were either very important or important.

Figure 5 - Thoughts on Best Lives areas of focus
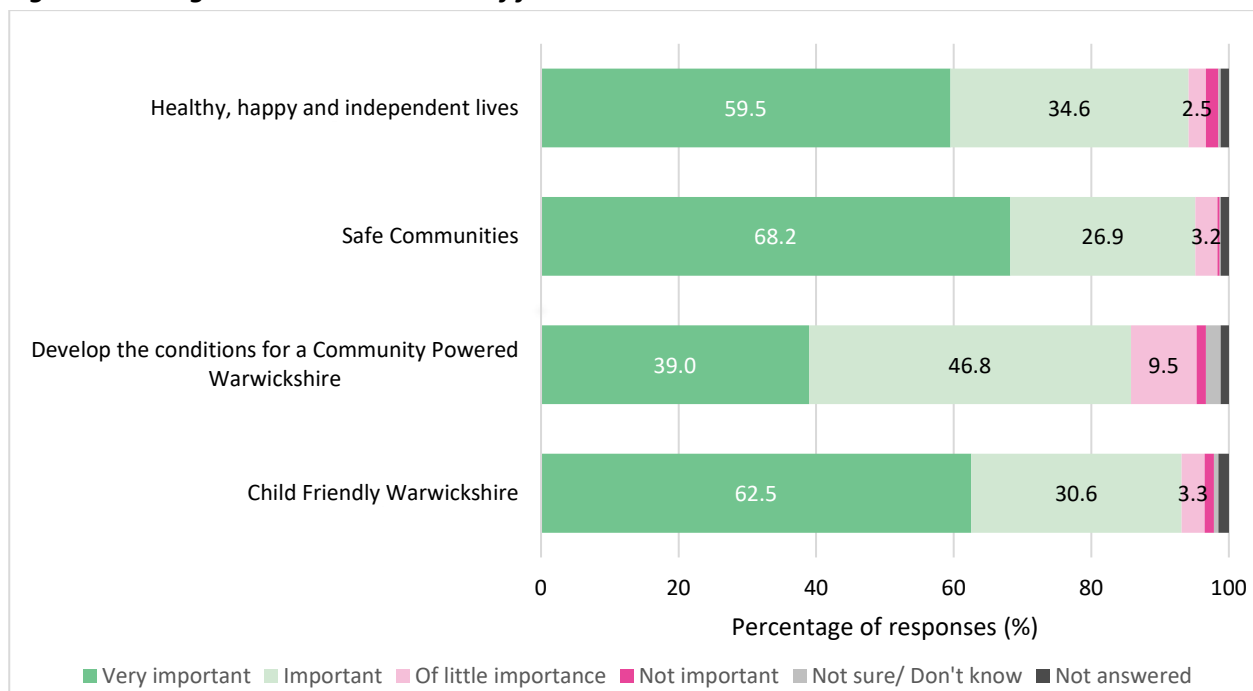
'Safe communities' was the area of focus that most respondents said was either very important (68.2%, n=408) or important (26.9%, n= 161), a total of 95.2% of responses. Almost, one hundred percent (98.7%) of respondents completing the easy read version of the survey rated 'safe communities' as either very important (76.6%, n=59) or important (22.1%, n=17). The area of focus that respondents were least like to say was very important or important was 'Develop the conditions for a Community Powered Warwickshire'; 85.8% (n=513) of respondents thought this was very important or important with 10.9% (n=65) saying it was of little importance or not important.

Respondents were also asked what key actions Warwickshire County Council could carry out to deliver these areas of focus. In both the easy-read version and the young person's version, this question was worded slightly differently: 'Is there anything you think we should do to achieve these things?', but all responses across the three versions of the survey have been grouped and analysed together.

In total, 246 responses to this question were received. Analysis was undertaken and themes are presented in Table 4 below. The most common response was around promotion/support for health and wellbeing initiatives (e.g., physical exercise, mental health) – over a quarter (28.0%, n=69) of respondents who left a comment to this question mentioned this in their response. Other common themes included: investment in/support for children/young people (youth service provision, access to good education, education/career opportunities) (23.6, n=58), and safety/security (policing, speeding, violence, anti-social behaviour, drinking/drug-taking) (20.3%, n=50).

Table 4 - Themes based on qualitative comments regarding 'best lives' – "In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?"

Theme / description	Count (%)	Example quotation(s) for illustration
Promotion/support for/access to health and wellbeing initiatives (e.g. physical exercise/mobility, mental health, healthy eating)	69 (28.0%)	*"Promote safe exercise to increase strength and mobility in over 50s"* *"Health and well-being come from a sense of self worth…there are a lot of people in this area that feel no self worth and battle with addiction and poverty. These are the people that need help but the county should do more to promote mental health awareness and openness"* *"Reduce long-term health inequalities, targeting support for healthy, physically active lifestyles where it is most needed"* *"Promote initiatives such as park run. Add similar clubs and activities. More funding and support for teenage mental health"* *"Initiate and support local health initiatives"* *"More help should be diverted to local initiatives for health & wellbeing"* *"Ability to see a GP"* *"Develop more land for sports and leisure use rather than relentlessly covering it in more and more houses"*
Investment in/support for children/young people (youth service provision, access to good education, education/career opportunities)	58 (23.6%)	*"Invest more in childrens services as funding was cut and services were cut a few years ago"* *"How can you say your child friendly when you close Marle Hall and the children's centres?"* *"there should be more investment in Children and Family Centres to support them to become hubs in the community where children*

		can get the best start in life. There needs to be more focus on antenatal parenting classes as this is when parents need the most help to support them to be the best parents they can be" *"Do babies and young children have accessible provision for play groups, day care, nursery prior to attending school?"* *"More investment in young people. Too many spend far too long in front of laptops and games consoles. More needs to be done to encourage outdoor activities especially sport"* *"To give all children the best start in life they all need access to a suitable education that meets their needs. Stop making parents have to fight for their child's basic right to have this"* *"Invest in education. Work with education leaders to ensure that money is spent correctly"*
Safety/security (policing, speeding, violence, anti-social behaviour, drinking/drug-taking)	50 (20.3%)	*"Older generations feel disconnected and at times unsafe. Gang crimes need punishments that fit"* *"Having and increasing awareness of county wide places of safety for victims of domestic violence"* *"Improve rural policing"* *"Reducing… the likelihood of traffic collisions and speeding all improve the perception and reality of safety"* *"Tackle vehicle theft and other car crime. It is just ignored and not prioritised. Tackle drug crime. We have a dealer in our street who has been reported on numerous occasions but still nothing happens. You should start at this ground level and work upwards. No point in investing in the other things unless you tackle basic problems"* *"Safe communities: ensure the focus is the right focus for initiatives - for example, instead of only promoting the ways that women can protect themselves from violence, work to create allyship and create initiatives that place responsibility on those that cause and/or enable (intentionally or through their silence) the violence"*
Investment in/delivery of local accessible infrastructure and services	34 (13.8%)	*"Design services around people to improve accessibility. Implement systems that are designed for people, not systems that make life harder for people who are often already struggling which is why they need the service. Enable people to access services locally and feel that their area is as well served as any other in the county"* *"Invest more in clubs and groups that offer opportunities... Lots of groups are struggling through lack of funds and some even for lack of decent meeting places"* *"Increase funding in parks, clubs, sporting infrastructure"* *"Continue to deliver the services and infrastructure that support delivery of community safety and wellbeing across the county"*

General environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns)	33 (13.4%)	*"Listen to what community groups have to say this includes listening to campaigning groups on all issues such as climate change, pensions fossil fuel divestment, improving public transport, reducing vehicle emissions. Focus on reducing the amount of traffic in towns and villages to make them safer and reduce harmful emissions. Improve biodiversity by managing road verges and open spaces to create wildlife corridors with wildflowers. Plant trees, and ensure every community has access to pleasant green spaces"* *"Where does Climate change and the green agenda fit into all of this? Surely that has to be at the top of the list"* *"Coventry & Warwickshire should be focused on providing the best environment for our children to grow up in. This means ensuring that the region follows the latest WHO guidelines on air quality, improving our housing stock and providing green spaces for children to play in"* *"Increase environmental and biodiversity awareness"*
Promoting and publicising local events /groups /initiatives	30 (12.2%)	*"Provide information and ways of getting help in a number of easily accessible ways"* *"There's an awful lot of community work going on in Warwickshire already, so the council could just help link people to these schemes and help promote them, rather than reinventing the wheel"* *"More notice boards promoting what is on each week. These should be in prominent positions. Not everyone lives online. If you are going to put on paid events make sure they are fully promoted. There should be a notice boards outside Council offices and in Parks. There are some but there is very little advertised on them and sometimes information is out of date"* *"Promote community groups"*
Encouraging community involvement, participation and empowerment (civic pride and responsibility)	29 (11.8%)	*"Community powered - if this is to mean something there needs to be more transfer of assets, funding and skills/expertise that is not just short term. Decision making, if localised, needs to be well governed, transparent and meaningful to avoid those with the "loudest voice" taking charge, rather than benefiting all groups and stakeholder"* *"Devolution of some services to a local level - parish or town council could be given grant to do the work… Work with local communities to find out what they want - don't impose it on them"* *"Change from the grass roots is always the most effective and long lasting. Empower communities= more local decision making"*
Support for vulnerable groups (e.g. victims of domestic violence, homelessness, elderly people, people with a	29 (11.8%)	*"Reduce domestic abuse and violence, and support victims"* *"Looking after family poverty and homeless"* *"There should be far more support for people with unseen*

disability/long-standing health condition)		*disabilities, autism, ADHD, etc. Also there seems to be very little support for elderly people caring for partners with conditions such as mild dementia"*
Importance of communication and engagement processes	23 (9.3%)	*"Don't do things to communities - treat them as partners and involve them in planning and prioritising"* *"Regular communication/interaction between WCC and the various groups mentioned above with the chance to review and test ideas coming from the various communities and those who work with them"* *"Engage communities and invest in solutions that work for local communities"*
Investment in /improvement of sustainable or 'green' (public) travel and transport options (e.g. walking, cycling)	22 (8.9%)	*"We should be prioritising people over cars; encouraging sustainable transport"* *"Cycle networks and the enablement of active travel transportation is an important way of tackling physical and mental health issues across all ages. Enabling cycling for everyday transportation is a way to build in exercise into daily routines"* *"Creating world class, inclusive, active travel infrastructure that is separate and prioritised over motorised traffic"*
Concerns regarding inequalities (North v South, low-income groups, poverty)	19 (7.7%)	*"Inequality is a big issue. This county is predominantly wealthy and therefore the poor or middle squeeze do not have the same access or opportunities because they are not catered for. How can you connect communities which have such diverse wealth and opportunity?"* *"Understanding and preventing causes of inequality should be given higher prominence in the councils aims"* *"Help north Warwickshire to achieve the same as south"*
Emphasis/focus on supporting families/ children	18 (7.3%)	*"Put children and families in the centre of plans"* *"Help families give children the best start in life, providing early support before situations become complex"* *"Put children first!"*

Other themes mentioned by a smaller number of respondents included: importance of integrated working, joined-up thinking and collaboration (n=11), concerns regarding (housing) developments/urban expansion and sprawl, housing affordability (n=11), rural isolation (n=9), support for local businesses to stimulate local economy (n=7), focus on action/delivery (not just words) (n=7), clear planning and objectives (not wasting public spending) (n=7), changes to living patterns (e.g. working from home due to COVID-19 pandemic) (n=6), access to culture and arts (n=4), concerns regarding parking (n=4), queries/confusion regarding survey wording/phraseology (n=4).

Respondents were presented with information on proposed areas of focus for the next five years, to ensure Warwickshire is a place with sustainable futures which means adapting to and mitigating climate change and meeting net zero commitments**:**

- **Net zero council:** be a net carbon zero council by 2030
- **Net zero county:** mobilise residents, communities, businesses and key partners to play their part in developing and delivering a clear plan for a net carbon zero county by 2050
- **Biodiversity:** managing the natural environment to sustain and grow Warwickshire's ecology and promote wellbeing
- **Adaptation:** adapting our infrastructure and resources to respond to the impacts of climate change.

Further detail on what each of the areas of focus could mean were also provided (see Appendix 2)

Respondents were then asked how important each of the proposed areas of focus are. Figure 6 shows that for all areas the majority of respondents felt the proposed areas of focus were either very important or important. For both 'net zero county' and 'net zero council' this was to a slightly lesser extent than the other areas of focus both within the 'sustainable futures' outcome and the 'best lives' and 'vibrant economy and places' outcomes.

Figure 6 - Thoughts on Sustainable Futures areas of focus
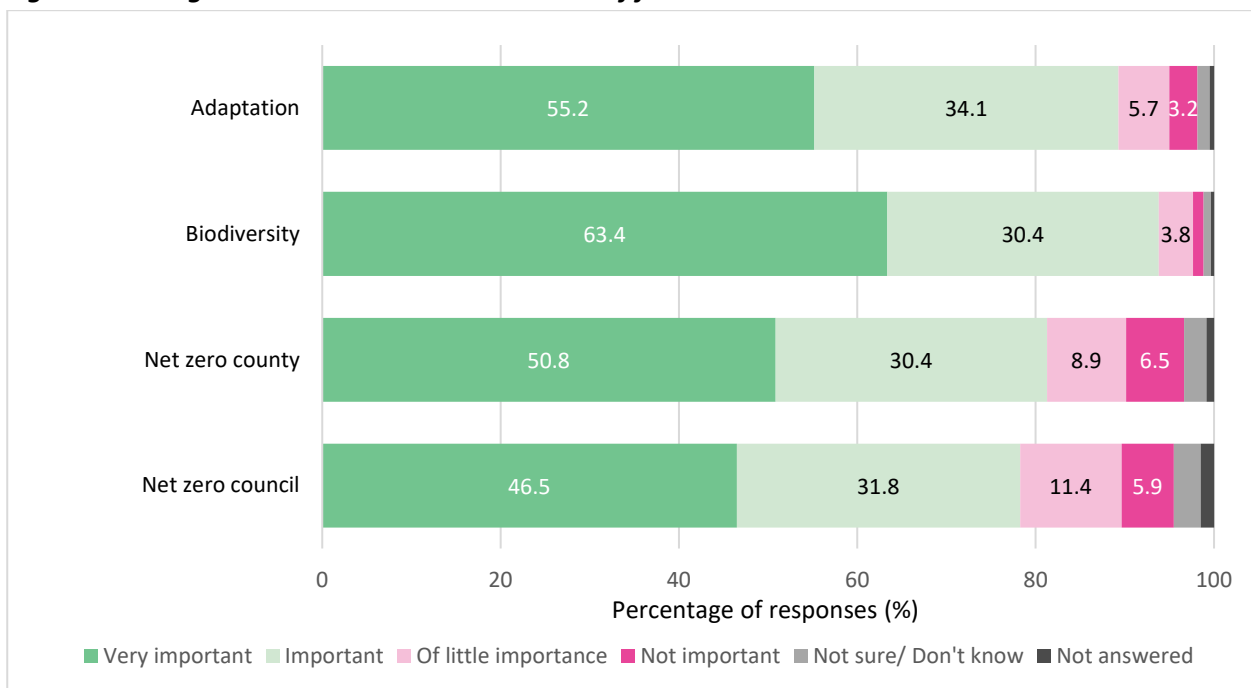
'Biodiversity' was the area of focus that most respondents said was either very important (63.4%, n=379) or important (30.4%, n= 182), a total of 93.8% of responses. This was closely followed by 'Adaptation' with 89.3% of respondents saying this area was either very important or important. The area of focus that respondents were least like to say was very important or important was 'Net

zero council'; 78.3% (n=468) of respondents thought this was very important or important with 17.2% (n=103) saying it was of little importance or not important.

Respondents were also asked what key actions Warwickshire County Council could carry out to deliver these areas of focus. In both the easy-read version and the young person's version, this question was worded slightly differently: 'Is there anything you think we should do to achieve these things?', but all responses across the three versions of the survey have been grouped and analysed together.

In total, 278 responses to this question were received. Analysis was undertaken and themes are presented in Table 5 below. The most common response was investment in/improvement of sustainable or 'green' (public) travel and transport options (e.g. walking, cycling) – almost two fifths (38.1%, n=106) of respondents who left a comment to this question mentioned this in their response. Other common themes included: general environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns) (31.7%, n=88), and focus on/support for/investment in renewable energy schemes/initiatives (24.1%, n=67).

Table 5. Themes based on qualitative comments regarding 'sustainable futures' – "In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?"

Theme / description	Count (%)	Example quotation(s) for illustration
Investment in/improvement of sustainable or 'green' (public) travel and transport options (e.g. walking, cycling)	106 (38.1%)	*"Electrified public transport which is plentiful and convenient would reduce cars on the road and pedestrianizing town centres with electric bikes for use instead"* *"STOP building roads which just fill up with cars. Trams and SAFE, cheap, public transport which run on a regular basis. Make it easier to use public transport not price it out of people's reach and then only run it once a day!"* *"Good quality walking and cycling networks have a very important part to play in helping the county achieve its net zero goals by 2030. Transportation is a major contributor to the climate emergency, yet a significant proportion of driven journeys could be replaced by cycling - even walking in some cases. Transport policy must adapt to discourage driving short journeys, actively enabling walking and cycling alternatives instead"* *"Replacing the car-centric travel infrastructure planning with one that is centred around active travel. Active travel should be designed as the primary method of travel, with motor vehicles the exception… Creating world class, inclusive, active travel infrastructure that is separate and prioritised over motorised traffic"* *"Look at the provision of public transport and make it equitable and affordable"* *"I think supporting a combination of a suitable infrastructure to support remote working for those who can/are able to as well as sustainable transport links to enable commuters and visitors to the*

		County to do so in way that minimises the environmental impact of travel are both very important" *"Green public transport"*
General environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns)	88 (31.7%)	*"Don't destroy our countryside and green spaces… Invest in improving the environment in towns and built up areas.* *"Providing and maintaining safe open green spaces for everybody to enjoy"* *"Create a biodiversity strategy that sets a target for increasing the number of trees in the local area"* *"Is net zero enough or should we be looking at doing even more to reduce our impact on the planet? Protect and enhance the Green Belt… Green our empty spaces"* *"Our open spaces should be protected and nurtured. We live in a beautiful rural community, we should protect it. More and more green spaces are being developed, the remaining spaces should be protected and made available for all to enjoy"* *"Wildlife corridors"*
Focus on/support for/ investment in renewable energy schemes/initiatives	67 (24.1%)	*"Support community groups who want to run local renewable energy schemes. Grants for local buildings to be upgraded to use sustainable fuels"* *"More use of renewable energy"* *"Support decent schemes for solar, wind etc."* *"Supporting residents to change to alternative sources of power"* *"Incentivise the use of existing and sustainable resources and fund innovation in fields that we don't have good climate supportive solutions yet, such as food transportation, energy, cement alternatives, better batteries and carbon capture mechanisms"* *"Many households are still reliant upon fossil fuels to heat their homes and should not be forced into rapid change if they are put in a difficult financial position. Support for changing to non-fossil fuels may be important to those in older and rural properties and residents who cannot afford to make significant changes in the short term"*
Suggestions that action is needed now (priority/urgency, cannot afford to delay)	52 (18.7%)	*"Surely the science is there for you to take your lead without asking many of these questions. We need to stop talking and start doing and that starts with local communities"* *"Becoming Net Zero is essential, although the proposed dates are too far off. More needs to be done sooner"* *"2050 is too far away. That's kicking the problem down the road"* *"Bizarre targets of 2030 and 2050. Get a move on. The climate challenge is now, not in 10-30 years time!"*
Concerns regarding (housing)	50 (18.0%)	*"Stop building on new houses on the outskirts of town - try developing within the existing town boundaries. This will improve*

developments/urban expansion and sprawl, housing affordability		*transport connections and reduce the development on green-field sites"* *"Stop building houses in Green belt areas and use Brown instead"* *"Surely fewer housing developments would also lessen the obvious environmental impact they have. More focus on renovating disused buildings rather than building new ones"* *"Please stop building houses on greenfield sites and where houses have been built, ensure they have transport links and shops, schools and doctors. Many of these new estates are totally cut off if you can't drive"*
Council/Government decision-making, accountability, strong policies are required (need to be leaders)	50 (18.0%)	*"Lead by example is the phrase of the day"* *"At present residents feel disconnected from central and local government on this message"* *"Warwickshire has to show real leadership on this issue and challenge entrenched attitudes and behaviours. The Council should take risks in terms of some possible negative feedback to service led changes that ultimately deliver climate benefits, including localised resistance to change in the short term. All decisions made by the Council that result in a negative climate change impact should be subject to additional scrutiny before any approval, and an honest analysis of positive and negative impacts should be shared as part of public reporting"* *"Councillors in WCC to carry out bold climate actions - instead of voting them down. If they vote climate action down, I fail to see the point of even asking the opinion of the public"*
Encourage / optimise waste management/recycling	29 (10.4%)	*"More awareness of extra recycling that can be done e.g. routes to recycle things such as crisp packets or printer cartridges that you can't put in normal recycling bin. Not charging for green waste"* *"Issue every house in Warwickshire with two free recycling wheelie bins"* *"Abandon any charges for Council taxpayers regarding replacing recycling waste bins if lost or damaged. Free recycling bins for all new builds and those who move into the area"*
Supporting, promoting and publicising local events/groups/initiatives	27 (9.7%)	*"Support local people and communities to make small steps towards becoming net carbon zero"* *"More promotion of the little things we can all do that will make a difference"* *"Raise more awareness for little things that individual people could do, perhaps"*
Support for local ('green') businesses to stimulate local economy	23 (8.3%)	*"Investment in the green economy is the future: improves the planet, our local environment and creates loads of jobs"* *"It is good to see (or am I just being hopeful) on the local economy a focus on new green businesses and jobs. I'd very much like to see support for existing businesses to adapt into both new low carbon /*

		more sustainable - and crucially circular economy areas of activity. How to achieve more with less" *"Enable businesses to recruit more local people"*
Improvement to /investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities)	23 (8.3%)	*"Consider the balance of our investment in built infrastructure with sustainability"* *"Plan and implement infrastructure to compliment the growing community"* *"Adapt and change to ensure you can provide the services needed in future. But also support the transition and infrastructure around which residents will adapt themselves over time"*
Importance of integrated working, joined-up thinking and collaboration	19 (6.8%)	*"Work in partnership with relevant groups and agencies"* *"Engage with the experts and follow their advice. Work with the Green Party & others e.g. Greenpeace, Sustrans etc. They've been at this for far longer than anyone else"* *"Get advice and guidance from industry and NOT councillors that are saying what they think will make them popular"*
Encouraging community involvement, participation and empowerment (civic pride and responsibility)	17 (6.1%)	*"Roadshows to inform and motivate communities"* *"I think the council need to do more to get buy in from residents on why green initiatives matter"* *"Encouraging residents to do their bit"*
Improve communication and engagement (with local residents) – opportunities to listen, learn and feedback	15 (5.4%)	*"Clear messages to public/businesses about what they can do and the impacts that it will have to support the key target for a net carbon zero county. Updating about the impact of the changes that people have made"* *"Raise Awareness: WCC need to do more to let people know what's going on in these areas. What small changes we can make that will have a large overall impact. Residents in general do not know enough about such things… Most things are currently only advertised on social media channels which a lot of people do not have* *"People need to feel empowered as individuals to take part in initiatives. Educate us on how to live more sustainably through workshops, leaflets drops, educational evenings in local village halls"*
Concerns that targets/ goals/aims are unrealistic and/or unachievable	15 (5.4%)	*"Unfortunately until places like China get on board with climate change, anything we do here will have little impact. I'm an environmentalist but unfortunately claims to be carbon neutral etc are just political statements. As energy prices soar it will be much harder to meet this target"* *"Be realistic - clearly the council will not be net zero by 2030. Set out a realistic and funded plan"* *"Whilst I do think this is important, there is too much poverty for people to give consideration to wider issues. This needs to be tackled… This target is unrealistic"*

Other themes mentioned by a smaller number of respondents included: access to quality education (including good schools, learning, development and training opportunities) (n=12); concerns regarding HS2 (n=8); changes to living patterns (e.g. working from home due to COVID-19 pandemic) (n=8); comments from respondents who do not believe in climate change (n=8); concerns regarding inequalities (North v South, low-income groups, poverty) (n=8); investment in/support for children/young people (youth service provision, access to good education, education/career opportunities) (n=7); promotion/support for/access to health and wellbeing initiatives (e.g. physical exercise/mobility, mental health, healthy eating) (n=6); queries/confusion regarding survey wording/phraseology (n=5); and isolation (rural, digital/connectivity) (n=5).

4.5 Results: Delivery of outcomes – thoughts on proposed areas of focus

Respondents were presented with information on proposed areas of focus for the next five years, to enable Warwickshire County Council to deliver the three strategic outcomes. These were:

- **Putting the customer first:** use new technologies, data, intelligence and feedback to design high quality customer service for those interacting with the Council
- **People and culture:** a great, inclusive place to work where diverse and talented people are enabled to be their best in a culture of innovation and continuous improvement
- **Delivering value for money**: managing our resources effectively, sustainably and maximising the value of the Warwickshire pound through social value
- **Great partnership working**: work with our partners to deliver quality, well-integrated public services
- **Communications and engagement**: communicate and engage effectively with the public, partners, stakeholders and staff to support delivery of our outcomes

Further detail on what each of the areas of focus could mean were also provided (see Appendix 2)

Respondents were then asked how important each of the proposed areas of focus are. Figure 7 shows that for all areas the majority of respondents felt the proposed areas of focus were either very important or important. For both 'Putting the customer first' and 'People and culture' this was to a slightly lesser extent than the other areas of focus both within the 'delivery' outcome but also the 'best lives' and 'vibrant economy and places' outcomes, and a couple of the 'sustainable futures' outcomes.

Figure 7- Thoughts on areas of focus to enable delivery of outcomes
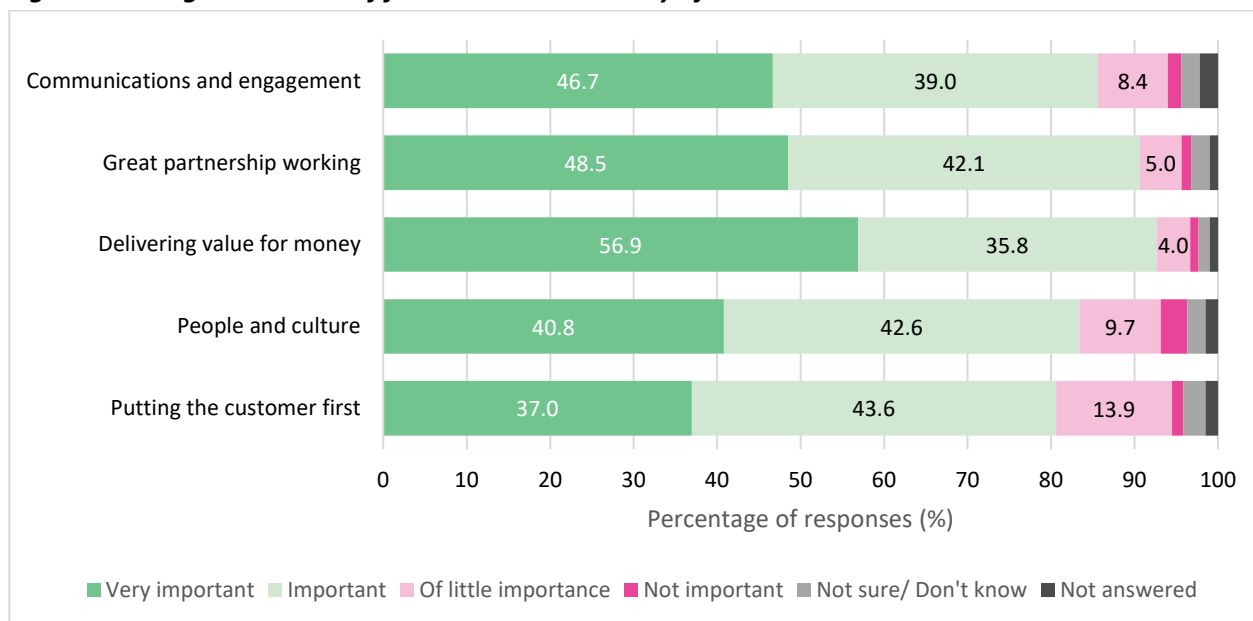
'Delivering value for money' was the area of focus that most respondents said was either very important (56.9%, n=340) or important (35.8%, n=214), a total of 92.6% of responses. This was closely followed by 'Great partnership working' with 90.6% (n=542) of respondents saying this area was either very important or important. The area of focus that respondents were least like to say was very important or important was 'Putting the customer first'; 80.6% (n=482) of respondents thought this was very important or important with 15.2% (n=91) saying it was of little importance or not important.

Respondents were also asked what key actions Warwickshire County Council could carry out to deliver these areas of focus. In both the easy-read version and the young person's version, this question was worded slightly differently: 'Is there anything you think we should do to achieve these things?', but all responses across the three versions of the survey have been grouped and analysed together.

In total, 211 responses to this question were received. Analysis was undertaken and themes are presented in Table 6 below. The most common response was improving communication and engagement (with local residents) – opportunities to listen, learn and feedback – just over a third (35.1%, n=74) of respondents who left a comment to this question mentioned this in their response. Other common themes included: importance of integrated working, joined-up thinking and collaboration with partners (23.2%, n=49), and delivering value for money (transparency on finance, resources and plans) (20.4%, n=43).

Table 6. Themes based on qualitative comments regarding delivering outcomes by being a great Council and partner – "In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?"

Theme / description	Count (%)	Example quotation(s) for illustration
Improve communication and engagement (with local residents) – opportunities to listen, learn and feedback	74 (35.1%)	*"Listen and involve people and partners more - give them genuine opportunities to find solutions by working with us not just sense checking decisions that have already been made by 'experts'"* *"Clear and open procurement processes scrutinised by the general public"* *"Tailor local communications and engagement to local needs"* *"It is important to listen, and listen, and then listen again. Walk alongside the communities you are trying to shape and help, do not assume or base decisions solely on JSNA profiles or ONS data. It takes time to listen and it take resources. Value for money is not the most important thing, listening and walking along side people is far more important. Allowing people to address their own issues and take autonomy for problem solving. Devolve the power and the money. But first listen, and I mean actively listen, Radically Listen!"* *"Surveys are often only completed when people are disgruntled. We need balanced views and all age input real skill needed to engage with audiences"* *"Promote responsible civic engagement"* *"Of all of these (that I understood at least!) the communication one is the most important, as without it people won't know what the council is doing nor why. This means communication both from the council as a whole and also from individual services to their users"* *"If the council communicate well with their communities, they will incite the proper engagement, enthusiasm and energy required to get communities on board"*
Importance of integrated working, joined-up thinking and collaboration with partners	49 (23.2%)	*"Need to work in partnership with limited budget… we cannot do everything ourselves and need to influence partners and community to help them to help us to deliver our priorities"* *"The public purse is under significant pressure and effective partnership working should maximise the value to residents. The County Council should foster collaboration wherever possible. Residents do not necessarily know or care where the services come from, they just want a good quality provision"* *"By working openly and proactively with partners, from small to large, local/regional/National. Taking the leadership role where needed will enhance WCC's communication and reputation. Less attention on "WCC's" stand alone reputation and more promotion as a "driving force" and catalyst for change, being a strong trusted partner to broker and foster the right environment for change for*

		longer term gains" *"Make the best use of your parish and town councils - they are on the ground and keen to help!"* *"Most importantly get all partners and public on board. We all need to work together"*
Delivering value for money (transparency on finance, resources and plans)	43 (20.4%)	*"Be transparent in how money is spent"* *"Clear and open procurement processes scrutinised by the general public"* *"Get rid of some of the waste and stop spending money on waste of time projects. It's OUR money you're using, don't forget that"* *"Value for money is difficult - the use of tendering has been my choice when trying to make up my mind as to who will provide me with a service. The cheapest is not always best. Long term it's also about the quality of work and usefulness"* *"Maintain sustainable and resilient finances"*
Improving customer service / customer-focus (e.g. data-led)	41 (19.4%)	*"Carry out… reviews of key customer facing services and improve customer service"* *"Customer service is key to happy people"* *"Services should still have a personal touch"* *"Customer service doesn't exist from either the district or county council as they use each other to deflect on responsibilities and fail to deliver what residents want or need or are entitled to"*
Improving (access to) services	35 (16.6%)	*"More focus on integration of services so they're easier to access"* *"More community hubs where there are health, social care, voluntary sector, local council services etc etc. Social care workers should be working in the community, not in large offices where they can easily see and talk to people and people feel able to come and have a chat or some advice on their social care needs"* *"What we need is good services… just get on and get the job done"*
Utilising technology / online services (digital services, website, social media)	33 (15.6%)	*"User friendly technology and support for the significant number of people who still struggle with online forms etc."* *"Sort out your website. The search function is still far from adequate"* *"Technology is great but many organisations design their website from their own point of view, not their customers'. It's really important to test website design (and phone services, letters etc) with a customer group so they can see how it works for them"*
Nurturing the best staff, employees and talent	33 (15.6%)	*"As a service user, I'm less concerned with how the council is organised/run internally, so whilst having a great, creative, diverse and inclusive workplace might well be very important for council employees, its probably of less importance to those of us interacting with the council"*

		"Most importantly is to have the right number of staff to deliver the actions. Everyone is working to their maximum trying to keep the services running and they are all starting to leave to find less stressful jobs" "Ensure all public-facing staff have and express a pride in working for the Council"
Reaching out to / communicating with vulnerable groups (e.g. those who do not have internet access/skills	26 (12.3%)	"Do not ignore or force people to use digital technology if it really isn't what they feel comfortable with using" "Better communication especially for people without access to technology. Ensure all members of the county receive information" "Not all residents are tech savvy. Where is the help for elderly and those in digital poverty?"
Concerns around wording/terminology used	11 (5.2%)	"Use plain English in communications to the public (for example public facing grants) - so many communications pieces I have seen from public bodies, including WCC, are unnecessarily wordy and overly complicated which makes them less accessible to the general public and the messages generally get lost" "If this survey is an example of tailoring communications to meet the needs of the audience you have failed. The language is exclusionary and as a result you won't get real feedback. The vast majority of your citizens are concerned with whether they will get access to services they need when they need then. What is outcome-driven commercialism? What is social value? What on earth is the Warwickshire pound?"
Importance of attracting investment (economy, businesses, commercialism)	10 (4.7%)	"We should encourage small businesses in the town centre- whether they are shops, cafes or art museums etc. All small businesses should be encouraged. One way to help is to reduce business rates and possibly provide reasonable grants to help these people get off the ground!" "It is important that the Council look at working with business and community partners to provide an improved business model so that income can be generated from external sources by supporting local businesses, and creating jobs and innovative working to fill gaps in the market and provide training opportunities"
Equality, diversity and inclusion	9 (4.3%)	"More actions to reduce inequality and support diversity and inclusion would be useful" "Greater diversity within the council - both elected officers and employed staff and officials"
Focus on action/delivery (not just words)	8 (3.8%)	"Fewer words more actions" "Make the promises…get on with the job and then let me be the judge of how well you have delivered"

Other themes mentioned by a smaller number of respondents included: suggestions around a single Unitary Authority (n=6), general environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns) (n=6), concerns regarding bureaucracy (n=4), promotion/support for/access to health and wellbeing initiatives (e.g. physical exercise/mobility, mental health, healthy

eating) (n=4), thinking 'local' (n=2), investment in/improvement of sustainable or 'green' (public) travel and transport options (e.g. walking, cycling) (n=2), support for/engagement with the voluntary sector (n=2), support for flexible/home working (n=2).

## 4.6 Results: Views on spending priorities

Warwickshire County Council's funding levels and income are key to delivering the objectives in the Council Plan. Respondents were asked to think about the areas of focus for the three strategic outcomes and were asked which areas of focus Warwickshire County Council could make **savings** on if required. Respondents could select up to three areas of focus where they thought savings could be made. In total 1,622 choices were selected. If all respondents had made three choices 1,794 choices would have been selected so either some respondents did not answer this question or made fewer than three choices.

Figure 8 shows the results from this question. The areas of focus chosen by the greatest number of respondents were in the 'Vibrant economy and places' outcome. These were:

- Developing place – 170 responses (10.5% of responses)
- Investment, jobs and growth -163 responses (10.1% of responses)
- Future skills – 160 responses (9.9% of responses)
- Connected County – 153 responses (9.4% of responses)

Conversely, 'educational attainment' in the 'Vibrant economy and places' outcome was selected by one of the lowest numbers of respondents (n=100, 6.2%). The areas of focus chosen by the lowest number of respondents as areas where they thought savings could be made were 'Child Friendly Warwickshire' with 92 responses (5.7%); 'Safe communities' with 94 responses (5.8%) and 'Biodiversity' with 94 responses (5.8%).

Figure 8 – Number of respondents who choose the area of focus as an area where savings could be made (each respondent could provide up to 3 choices)
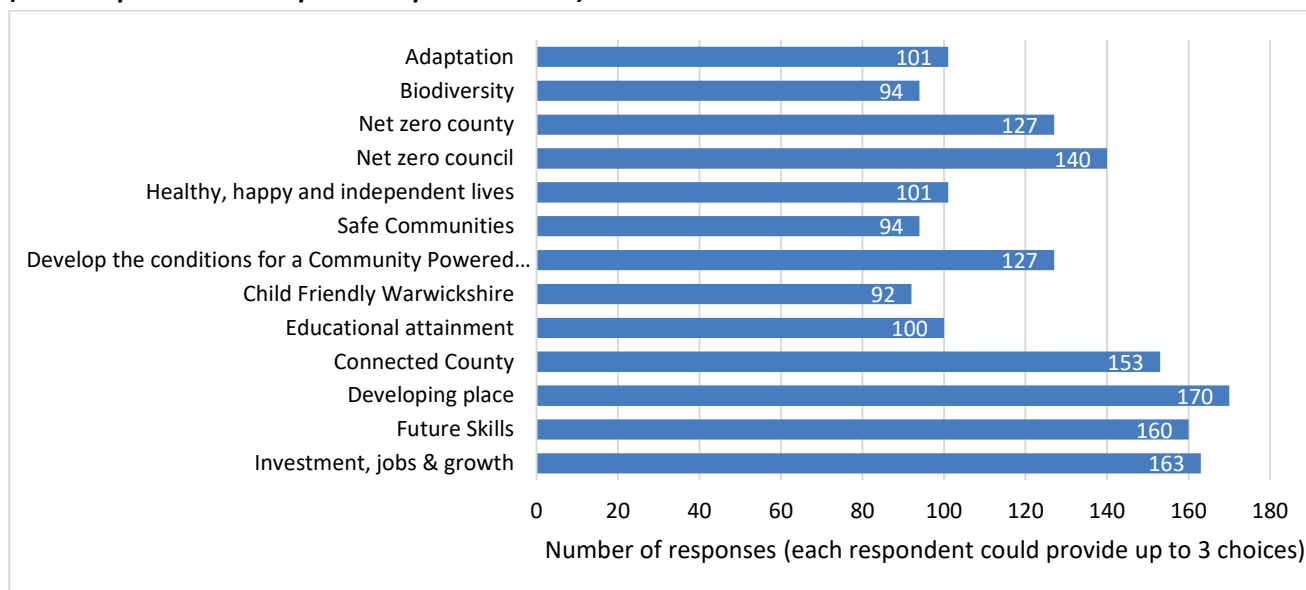
Looking specifically at responses to the young person's survey (178 responses to this question in total), respondents were least likely to choose 'safe communities' (n=4, 2.3%), 'educational attainment' (n=6, 3.4%), 'adaptation' (n=6, 3.4%) and 'Child Friendly Warwickshire' (n=7, 3.9%) as areas of focus where savings could be made. The areas of focus chosen most as areas where savings could be made were 'Investment jobs and growth' (n=29, 16.3%), 'Connected County' (n=26, 14.6%) and 'Future skills' (n=25, 14.0%).

Analysis of results by area where respondents live for the main and easy read survey shows that the choices on area of focus where savings could be made if required varied between respondents from the five districts and boroughs in Warwickshire (Table 7).

Table 7: Highest and lowest percentage of choices on areas of focus where savings could be made by area where respondents live (% responses)

|	North Warwickshire Borough	Nuneaton & Bedworth Borough	Rugby Borough	Stratford-on-Avon District	Warwick District
Highest % of choices made by residents	Educational attainment (11.8%)	Net zero county (13.0%)	Adaptation (10.9%)	Investment, growth and jobs (10.9%)	Developing place (11.4%)
Lowest % of choices made by residents	Child Friendly Warwickshire (2.1%)	Safe communities (3.6%)	Biodiversity (4.7%) Safe communities (4.7%)	Adaptation (3.4%)	Child Friendly Warwickshire (4.2%)

Respondents were also asked which areas of focus Warwickshire County Council could **spend more** on if additional funds were made available. Respondents could select up to three areas of focus where they thought more money could be spent. In total 1,623 choices were selected. If all respondents had made three choices 1,794 choices would have been selected so either some respondents did not answer this question or made fewer than three choices.

Figure 9 shows the results from this question. The area of focus chosen by the greatest number of respondents to spend more money on was 'educational attainment' with 216 respondents choosing this area of focus (13.3% of responses). This was followed by 'Healthy, happy and independent lives' (151 responses, 9.3%) and 'Developing place' (145 responses, 8.9%). The area of focus that respondents were least likely to choose as an area where money could be spent if it became available was 'Future skills' (74 responses, 4.6%).

Looking specifically at responses to the young person's survey (166 responses to this question in total), respondents were least likely to choose 'Develop the conditions for a Community Powered Warwickshire (n=4, 2.4%), 'Connected County' (n=7, 4.2%), 'Health, happy and independent lives (n=7, 4.2%) and 'Biodiversity' (n=7, 4.2%) as areas of focus where money could be spent. The areas of focus chosen most as areas where money could be spent were 'Educational attainment' (n=28, 16.9%), 'Investment, growth and jobs' (n=22, 13.3%) and 'Developing place' (n=19, 11.5%).

Figure 9 - Number of respondents who choose the area of focus as an area where more money could be spent if it became available (each respondent could provide up to 3 choices)
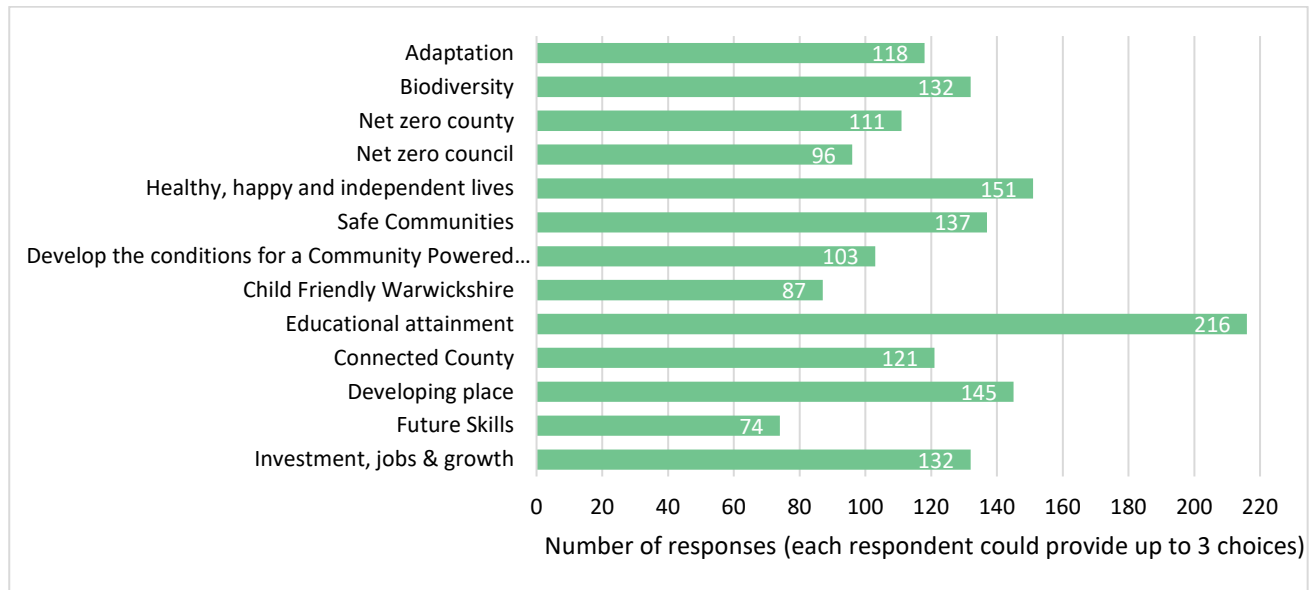
Analysis of results by area where respondents live for the main and easy read survey found that the highest proportion of choices on area of focus where money could be spent was less varied than choices for savings, with educational attainment being the area of focus of choice for spending by respondents in all area of Warwickshire (Table 8).

Table 8: Highest and lowest percentage of choices on areas of focus where money could be spent by area where respondents live (% responses)

	North Warwickshire Borough	Nuneaton & Bedworth Borough	Rugby Borough	Stratford-on-Avon District	Warwick District
Highest % of choices made by residents	Educational attainment (11.7%)	Educational attainment (15.6%)	Educational attainment (15.6%)	Educational attainment (10.9%)	Educational attainment (11.2%)
Lowest % of choices made by residents	Child Friendly Warwickshire (4.8%) Net zero county (4.8%)	Net zero council (1.7%)	Future skills (4.7%) Child Friendly Warwickshire (4.7%)	Child Friendly Warwickshire (3.8%)	Future skills (3.2%)

4.7 Results: Additional comments

In the final section of the survey, respondents were asked to use the space provided "for any comments you would like to make about the areas of focus we have outlined. For example, tell us here if you think there are priority areas that aren't covered". In both the easy-read version and the young person's version, this question was worded slightly differently: "please use the space below for any comments you would like to make". All responses across the three versions of the survey have been grouped and analysed together.

In total, 148 responses to this question were received. Analysis was undertaken and themes are presented in Table 9 below. A wide range of issues and topics were mentioned, and some respondents took the opportunities to go back to previous themes and areas of focus mentioned earlier in the survey. The most common response was around general environmental-related concerns (e.g., importance of green spaces, wildlife, cleanliness, pollution concerns) – 18.9% (n=28) of respondents who left a comment to this question mentioned this in their answer. Other frequently mentioned themes included: improvement to/investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities) (10.8%, n=16), and Council/Government decision-making, accountability, strong policies are required (need to be leaders) (10.8%, n=16).

Table 9 Themes based on qualitative comments regarding any other comments

Theme / description	Count (%)	Example quotation(s) for illustration
General environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns)	28 (18.9%)	*"Climate change has to be number one"* *"Every decision needs to be taken in the context of the Climate Emergency. We are planning for future generations, so that they can live a sustainable life in a resilient landscape... Every single tonne of carbon burned makes things worse. Every green site built on adds to the problem"* *"Issues such as air quality, flood storage and access to green space"* *"Please don't hesitate in moving forward with provisions to minimise the impact of climate change"* *"Priority has to be everything that will reduce carbon emissions and acting now"*
Improvement to/investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities)	16 (10.8%)	*"Ensure the libraries and museum are funded properly so none close or have reduced hours"* *"Focus on providing services to current residents - don't look to grow without investing in infrastructure. Ensure planning takes account of our roads, volume, access to healthcare, education"* *"Integrate, integrate, integrate. Close expensive buildings that have no impact on resident services"*
Council/Government decision-making, accountability, strong policies are required (need to be leaders)	16 (10.8%)	*"Be accountable and transparent - let the residents know what is to be spent and ask out views as a lot of money is spent on things that add little value"* *"I don't think anyone could argue the areas of focus outlined are not worthy aims but some might be forgiven for saying 'we've heard it all before' and so, as I've mentioned several times, it comes down to having measurable targets that have clear accountability"* *"I It is vital that this consultation reflects a true change in local authority attitudes to public and community involvement"*

Improve communication and engagement (with local residents) – opportunities to listen, learn and feedback	15 (10.1%)	*"Hold think tanks where the public and affected groups can offer ideas and priorities"* *"Making it clearer to residents what is covered by county council"* *"What percentage of residents have filled out this form? What has been done to get peoples opinions?"*
Promotion/support for/access to health and wellbeing initiatives (e.g. physical exercise/mobility, mental health, healthy eating)	15 (10.1%)	*"Integration of health and social care"* *"Mental health survives in the county are appalling. Services do not communicate… WCC need to take urgent action"* *"Adult services should help more people. You can't get help from them when you want it"*
Encouraging/promoting community involvement, participation and empowerment (civic pride and responsibility)	14 (9.5%)	*"I would like to praise the commitment to the feelgood community events, like the Art in the Park, Lantern Festival, River Festival, etc which are very positive events"* *"Sport and leisure has also not been mentioned and I believe that has a lot to offer communities"* *"Art and cultural events could be organised throughout the year"*
General negative comments/concerns (re. areas of focus, survey/questions)	14 (9.5%)	*"I don't think anyone could reasonably disagree with the areas of focus. The real questions are about how they might conflict. For example, promoting economic growth vs. environmental concerns. We need to ask if unlimited economic growth is possible on a planet with finite natural resources (particularly as every other county in England, and every other country in the world, almost certainly have ambitions to promote economic growth too)"* *"I can't imagine anyone ticking 'not important' or 'of little importance' so I'm not convinced this gives a full picture of people's views"* *"Your survey was slightly bland and meaningless as you can't really not agree with your aims. Just tick box bla bla. You need something bold and imaginative"*
Safety/security (policing, speeding, violence, anti-social behaviour, drinking/drug-taking	11 (7.4%)	*"Car crime, hate crime, drugs and robbery need stamping out. When people are caught for these crimes. The punishment should match the crime. Too often the justice system lets down the work of the Police"* *"Sadly lacking in terms of security and safe spaces"*
Financial concerns (delivering value for money, transparency on finance, resources and plans)	11 (7.4%)	*"The public is aware that money is tight, but please don't waste it by introducing ambitious plans and in fact cutting front line services"* *"Services cost money so without increased council charges or government support in funding it's hard to see how the current and any extra services can be provided at a level I think the majority of people want"*
Investment in/improvement of sustainable or 'green' (public) travel and transport	11 (7.4%)	*"The main point is that Active Travel initiatives tick all the boxes in meeting the areas of focus"* *"Improving cycle and walking access"*

options (e.g. walking, cycling)		
Access to quality education for young people (including good schools, learning, development and training opportunities) for young people	10 (6.8%)	*"Looking after every child in every school and reassuring all children that we will all get through the pandemic and our futures matter"* *"Schools to be given more funds"*

Other themes mentioned by a smaller number of respondents included: importance of integrated working, joined-up thinking and collaboration (n=9); general positive comments (agreement around areas of focus) (n=9); disparities/inequalities (e.g. North compared to South) (n=7); concerns regarding (housing) developments/urban expansion (n=6); support for vulnerable groups (e.g. victims of domestic violence, homelessness, elderly people, people with a disability/long-standing health condition) (n=6); impact(s) of the COVID-19 pandemic (n=5); encourage / optimise waste management/recycling (n=4); support for local businesses to stimulate local economy (n=3); suggestions around a single Unitary Authority (n=2); clear, long-term planning and objectives (n=2); concerns around HS2 (n=2); improving customer service / customer-focus (e.g. data-led) (n=2); concerns regarding parking (n=2); and rural isolation (n=2).

5. Responses provided by email

One response from the Federation of Small Businesses (FSB) was submitted by email. The FSB fully support the overarching objective and ambition to make Warwickshire the best it can be and is keen to work with the council to help achieve the relevant outcomes.

Key points were:

- A call for a focus on small businesses which make up the local economy, help drive local growth and create opportunities
- Continued engagement with local small businesses is vital when focussing on investment, growth and jobs.
- Ethnic minority and women-led businesses have been disproportionately affected by the COVID-19 restrictions and will need targeted attention and specific business support in the months ahead
- The FSB would like to see reference to local procurement and commitments to opening up more opportunities through the county council and its partners to small businesses. FSB would be willing to help deliver on this.
- FSB research has consistently shown that small businesses are facing skills and employment challenges. The FSB is therefore keen to support Warwickshire County Council and other partners to focus on future skills and see this is a very important priority.
- The FSB would welcome continued engagement with the Warwickshire Skills hub to engage with small businesses to tackle skills challenges and future skills needs. A number of key actions were proposed including joint events.

- The FSB welcomes the inclusion of developing place in the plan as a very important focus for small businesses. FSB also welcome the ambition to develop attractive, accessible and safe places where people want to visit and enabling effective town centre regeneration.
- The FSB would welcome the development of a strategy for how to bolster the economically active populations of high streets, considering immediate surrounding residential areas, as well as local offices, services and other concentrations of economically active populations.
- The FSB see transport and highway infrastructure as a critical area as small businesses are heavily reliant on the local road network.
- The FSB welcomes the proposal to include specific outcomes around sustainable futures to the council plan. They see the area of focus around a net zero county and mobilising residents, communities, businesses and key partners to play their part in developing and delivering a clear for a net zero county by 2050 as important.
- Any plan should include business support for small businesses to help on their sustainability journey.
- With the range and complexity of challenges facing local businesses across Warwickshire it is vital that the county council continue to work with partners to deliver quality, well integrated public services.
- The communications and engagement focus is very important to deliver on the outcomes of the plan, for example to enable businesses to be aware of the range of support available from Warwickshire County Council business, innovation and employment and skills services.
- The FSB would welcome the opportunity for ongoing engagement with Warwickshire County Council as it develops the County Council plan 2025 and objectives further.

The full submission can be found at Appendix 3

6. Future Challenges

Respondents were asked to try and think further ahead and consider what the Council's priorities might need to be over a longer period. Thinking about what Warwickshire should look like by 2050, respondents were asked '**What three things do you think could improve life in Warwickshire for future generations?'.** In both the easy-read version and the young person's version, the questions were worded slightly differently, for example: "What three things do you think could make life better in Warwickshire in the future?" (easy-read version) and "What three things would be important to you to improve life in Warwickshire for future generations?" (young people version), but all responses across the three versions of the survey have been grouped and analysed together.

In total, **419** responses to this first question were received. Analysis was undertaken and themes are presented in Table 10. The most common response was around investment in/improvement of sustainable 'green' (public) travel and transport options (e.g. walking, cycling) – 28.9% (n=121) of respondents who left a comment to this question mentioned this in their answer. Other frequently mentioned themes included: general environmental-related concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns) (28.4%, n=119), and the importance of education and skills (including good schools, learning, development and training opportunities) (24.8%, n=104).

Table 10. Themes based on qualitative comments on three things that could make life better in Warwickshire in the future

Theme / description	Count (%)	Example quotation(s) for illustration
Investment in/improvement of sustainable or 'green' (public) travel and transport options (e.g. walking, cycling)	121 (28.9%)	*"Sustainable transport links that reduce the traffic on the road, e.g. VLR systems / trams"* *"Active transportation improves our health and the health of our communities. It also lowers our healthcare costs. The more people walk and bike the more we lower those costs as we reduce the levels of obesity, heart disease, and Type 2 diabetes. Cycling is not only improving the liveability of cities, public health, air quality, or the CO2 balance, it also creates "hard economic value and jobs". It is therefore a perfect tool for transition in the transport sector, providing a large number of assets, including jobs"* *"A county where there are good public transport links to enable communities to work and play whilst being mindful of climate change"* *"Reduce the number of cars on road by delivering modal shift onto public transport"* *"Better transport system - less polluting, more efficient, more active"* *"Develop better public transport systems, using driverless cars, integrated systems so that trains/buses connect with suitable timetables"* *"Better, greener transport options (including improving cycle lanes)"*
General environmental concerns (e.g. importance of green spaces, wildlife, cleanliness, pollution concerns)	119 (28.4%)	*"More green, biodiverse spaces"* *"Taking care of greenbelt and wonderful Warwickshire countryside"* *"Safeguarding the countryside around the county. I see lots of pledges to be carbon neutral and sustainable but nothing about protecting the green spaces we currently have"* *"Cleaning up our natural environments such as canals, footpaths and making them more user friendly and encouraging rewilding"* *"More green spaces, provision for wildlife and consideration for enhancing biodiversity"* *"A beautiful county with plenty of woods. Open spaces, and parks, clean rivers and streams. Good walks accessible for all"* *"More natural spaces: let verges grow to attract pollinators; create wildflower meadows which have been destroyed; plant*

		trees in the right places to reduce air pollution"
Importance of education and skills (including good schools, learning, development and training opportunities)	104 (24.8%)	*"Increase aspiration through education"* *"Get a grip on schools. Demand quality educational experiences and hold accountable those that consistently fail to get pupils to acceptable levels"* *"Wider educational opportunities beyond the national curriculum and exams"* *"Improve education and skills attainment in schools"* *"Good Education for all ages and opportunities from Early Years through to Further Education and more Apprenticeships"* *"Investment in education"*
Concerns regarding (housing) developments/urban expansion	84 (20.0%)	*"Futureproof housing: encouraging housing developers to create homes that stand the test of time, or adapting current stock to be efficient"* *"Rather than having lots of new big family houses people can't afford, why not build small apartment blocks, and create SOCIAL HOUSING for families and individuals who need them"* *"Stop building homes everywhere you see a gap!"* *"Limit housing where there already over developments"* *"Stop building new houses at the rate you are without the infrastructure of hospitals, ambulances, police etc - no new doctors dentists etc but adding to the local population"*
Support for sustainable local businesses to stimulate local economy (inc. job opportunities)	70 (16.7%)	*"Protecting local small businesses from mega business"* *"A diverse range of quality employment options for residents"* *"A vibrant economy where people have access to a wide range of job opportunities"* *"Adopt and enable a 'buy and shop locally' approach - boosting local business within our economy"* *"Green sector jobs and industry"*
Tackling climate change / big environmental issues	67 (16.0%)	*"Tackling climate change"* *"Mitigate the climate crisis. If we don't do this, the rest is pointless"* *"1. Achieving Net Zero goals before target dates; 2. achieving Biodiversity targets before target dates"* *"2050 is too far ahead when we need to address climate change by 2030"*
Safety/security (policing, speeding, violence, anti-	66 (15.8%)	*"Tackle crime. Turning lighting off at night might save money but makes crime such as car theft easier"*

social behaviour, drinking/drug-taking)		*"Feeling safer - more/higher profile policing and working against antisocial behaviour"* *"Safe environment for women, more resources turned towards domestic abuse and access to free legal representation"* *"Clamp down on county lines drugs coming into the area"*
Promotion/support for/access to health and wellbeing initiatives (e.g. physical exercise/mobility, mental health, healthy eating)	57 (13.6%)	*"Prioritise the development of policy and planning across all services that take account of population health and wellbeing - particularly mental wellbeing as one of the projected major public health risks of the future"* *"Good local hospitals… that is financially supported by local government"* *"A long-term strategy for health and social care, including prevention. Greater access to leisure and healthy lifestyles"* *"Guidance on healthy eating reducing obesity"*
Improvement to/investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities)	50 (11.9%)	*"Improved road infrastructure"* *"Access to quality public services"* *"Improving and refreshing the existing infrastructure"* *"Infrastructure (shops, GPs etc)"*
Encouraging sustainable living (e.g. optimise waste management/recycling, sustainable farming)	43 (10.3%)	*"Better, more customer friendly recycling facilities. The booking system at recycling centres has resulted in more fly tipping. Why not have centralised collection areas for recycling? All the big bins at supermarkets are constantly overflowing"* *"Tackling waste - Recycling, reuse - But also encouraging less consumption of unnecessary and wasteful products in the first place"* *"Sustainable farming and being able to buy sell produce more locally"* *"Help move forward to far more ecologically and environmentally sustainable patterns of living, working and existing"*
Support for community groups, events, projects	38 (9.1%)	*"More inclusion of smaller community based groups"* *"More community projects"* *"Community initiatives such as Christmas lights/street parties etc."* *"Better promotion of events…. Look how successful BikeFest was this year"*
Concerns regarding inequalities (e.g. North v	34 (8.1%)	*"Fuel poverty for some of the community is a risk"* *"Finding ways to break the cycle for families stuck in extreme*

South, low-income groups, poverty)		*"poverty"* *"Equality of job opportunities in the north of the county"* *"Less inequality - especially south to North"*
Importance of civic/community involvement, belonging, responsibility and pride (e.g. volunteering)	33 (7.9%)	*"If you give people a secure base they feel more able to give help and involvement in the community"* *"Everyone must take individual responsibility for their own actions and futures"* *"Restoring a sense of pride in places"* *"Supporting all members of the community to come together"*
Specific support for young people (service provision, groups/events, opportunities)	33 (7.9%)	*"Prioritise young children (0-11) through increased resources and staffing for children's centres, EY settings, schools, LEA educational services"* *"Investing in youth services"* *"Listening to and involving younger people in decisions"* *"Support for young people"*
Reducing traffic, congestion, reliance on cars	33 (7.9%)	*"Reduce car traffic (thus no noise, better air quality, improved health, enhanced safety)"* *"Improve traffic flow. At peak times things come to a standstill. So much wasted time, energy and resources"* *"Attention to air pollution. Proper management of traffic in town and countryside"* *"Clean air, less traffic"*
Concerns regarding bureaucracy, better local government (e.g. clear plans/actions, accountability, measurable goals)	30 (7.2%)	*"Reducing the bureaucracy and layers of government - central / local x 2 / academies v LA"* *"A council that is accessible and willing to listen and respond"* *"Be accountable"* *"Allow the opinions and recommendations from residents, and local representatives to influence the decisions taken by the bureaucrats of local government more readily"*
Regeneration of town-centres and/or brownfield land	29 (6.9%)	*"Regeneration of rundown areas"* *"Regeneration of the town centre by bringing in more independent shops. It's a ghost town at the moment"* *"Regenerate towns. Empty businesses are really letting the county down"*
Support for quality social care services	26 (6.2%)	*"Better social care"* *"Enhanced social care services especially for elderly people"*

		"Better social care delivery"
Improve communication and engagement (with local residents) – opportunities to listen, learn and feedback	25 (6.0%)	"Communicate without using buzz words" "Easy, accessible mechanisms to facilitate ongoing conversation, where people feel heard, valued and seen, and where the feedback gathered is used pragmatically (and this use of feedback is made known to people)" "Good and simple communication is key with communities, listening to what's actually happening on the ground and empowering/supporting them to help shape services and those things that are important in their communities, so they don't feel 'done to'"
Support for/investment in renewable energy schemes/initiatives	24 (5.7%)	"Encouraging plant based and green initiatives as a first step in everything that you do" "Support local green initiatives" "Solar panels and/or electric car charging"
Budgets, funding, resources (value for money, investing in communities)	20 (4.8%)	"Make the council more efficient with money" "More finance from Central Government" "This is dependent on how much money the council has/is given by government"
Access to culture, arts and leisure opportunities	20 (4.8%)	"Provide more culture... There are almost no National Trust properties in Warwickshire, for example. Coventry is the City of Culture this year, so you should be capitalising on that and increasing the offering (not in the city / town centres, but county wide)" "Improvements in arts and culture" "More leisure facilities"

Other themes mentioned less frequently included: support for vulnerable groups, diversity/equality (n=18), rural isolation (n=18), importance of integrated working, joined-up thinking and collaboration (n=18), digital inclusion (access to internet, digital skills) (n=15), specific support for young people (service provision, groups/events, opportunities) (n=11), concerns regarding parking (n=3), suggestions around a single Unitary Authority (n=2), specific concerns regarding HS2 (n=2).

In total, 362 responses to the second question ("what do you think we could be doing now to work towards these?") were received. Analysis was undertaken and themes are presented in Table 11. The most common themes emerging were around investment in and ensuring access to good quality education (16.3% of responses, n=59); improve communication and engagement with local residents providing opportunities to listen, learn and feedback (15.7%, n=57); comments on housing, developments and urban expansion regulation/policies (15.2%, n=55); and investment in and encouragement for protection of green spaces and local environment (inc. recycling) (14.9%, n=54).

Table 11. Themes based on qualitative comments on what could be done now to work towards these

Theme / description	Count (%)	Example quotation(s) for illustration
Invest in / ensure access to quality education, training and skills (including good schools, learning, development opportunities)	59 (16.3%)	*"Invest in wider educational opportunities for all ages"* *"Improve education settings (e.g. better ventilation, refresh, remodel)"* *"Fostering a joined up culture in the education sector - such as creating a shared space to generate ideas share ideas and share knowledge between all levels of education in the county. helping schools reduce expenditures through shared and collective ideas or bids for provisions etc."* *"Investing more funding in education"* *"Looking at where the education system is stretched (SEND)"* *"Build capability to support education"*
Improve communication and engagement (with local residents) – opportunities to listen, learn and feedback	57 (15.7%)	*"Better clearer communication with residents"* *"Use more local radio to communicate and explain what the goals are"* *"Effectively communicating with residents to find out what & where support is needed"* *"Consult with council tax payers and again engage and listen after all we are not all stupid"* *"Find a way to engage all people with the council, so they can join threads that interest and affect them"*
Housing, developments and urban expansion regulation/policies	55 (15.2%)	*"Don't just agree to build 3/4 bedroom houses with a massive price tag, we need more social housing"* *"Actively stop new house building where there is no educational infrastructure to support it"* *"Stricter controls on HMO's and landlords, enforcing better housing standards"* *"Develop areas within the existing town boundaries rather than building more and more houses on the outskirts of town"* *"Land management to utilise brown field sites for housing"*
Investment in and encouragement for protection of green spaces and local environment (inc. recycling)	54 (14.9%)	*"Our ever dwindling green spaces. Once they disappear under concrete they never come back"* *"Focusing on response rather than prevention, we need more greenery anywhere possible, and better solutions to littering"* *"Hedgehog homes, more green and rural areas"*

		"Increase amount of green space in Warwickshire eg plant trees, more parks including micro parks (small refugee of nature amidst the urban jungle)" *"Campaigns about refuse & recycling, and reducing consumption - Making it clear that it is not the end when we put something in a recycling bin or skip - What happens to it then? How much is actually recycled? Where is the recycling process undertaken?"*
Projects/campaigns/educate on climate change / sustainable living (inc. projects, grants)	47 (13.0%)	*"Take climate change seriously and act as if it is an emergency- taking action now will save money in the future"* *"Looking at long term strategies for dealing with climate change"* *"Solar panel and other power saving equipment implementation to reduce carbon footprint and create a sustainable system for future generations"* *"Make compulsory education on sustainability and climate change at primary & secondary school level, encouraging children to think about their own individual & family consumption and impact, as well as the whole population impact. Link sustainability/climate change issues to PHSE (including issues of choice around family size)."* *"Finding suppliers already moving towards green/sustainable energy"*
Council/Government decision-making, accountability, strong policies are required (need to be leaders, clear plans/actions)	46 (12.7%)	*"Having a series of questions to weigh up when making ANY decision on anything: How does this positively/negatively impact the environment? How does this promote or prevent relationships from being developed or sustained? How does this devolve/restrict power/money into local communities?"* *"Providing much stronger and visible leadership in relation to the items listed in item 14"* *"Reflect upon the feedback from residents and develop policies/ approaches which embody them"* *"The council needs to understand where these things are lacking and work with local communities and global businesses to develop strategies to meet these goals in a agile and sustainable way"* *"More action, less talking!"*
Improvement to/investment in local infrastructure (e.g. road maintenance, access to local services, facilities and amenities)	43 (11.9%)	*"Stop thinking infrastructure, much of which dates back to Victorian times can cope, i.e. having new sewers bolted on, or expecting the inevitable large increase in traffic to continue to use road systems dating back to medieval times"* *"Infrastructure- if the houses are to be built do the Infrastructure first. Schools, dentists, GP surgeries, roads etc. These barely cope as it is"*

		"Ensure services meet contractual requirements" *"Making sure that the current services provided are not diminished by lack of staff or resources"*
Investment in/improvement of active travel options (e.g. walking, cycling)	42 (11.6%)	*"Set up more pedestrian crossings, cycle lanes, and cycle parking facilities"* *"Better active travel infrastructure would be high on my priority list, as it helps tackle climate change, improves health, makes locations more people centric and social and can support a range of jobs, including more retail spending in local towns. Look at what the Dutch do is a good start - they've built their cycle and walking infrastructure over the last 40 years and it now makes it possible to avoid car use for lots of journeys, even between towns. They also mix up residential, office and retail spaces so that people don't necessarily have to travel far for jobs, shopping, leisure, etc."* *"Invest in an environment that enables residents to be active easily"*
Policies to support local businesses / stimulate local economy	37 (10.2%)	*"Continue working with local businesses to support more apprenticeships and a wider range of jobs (not just low-paid, low skilled or hospitality jobs)"* *"Funding and support for independent businesses"* *"Supporting the local economy"*
Investment in/improvement of sustainable/'green' public travel and transport	36 (9.9%)	*"Invest in good clean green public transport"* *"Supporting and adopting a new approach to transport and highway management that seeks to ensure that every decision taken or funding spent improves conditions for sustainable travel and challenges the dominance of the private car"* *"Subsidising bus and train travel"*
Value for money, accessing (and spending wisely) finances/resources	34 (9.4%)	*"Working with central government to increase financial support for WCC"* *"Regular scrutiny of finances and being accountable if overspend"* *"Get your priorities right and stop wasting money"*
Importance of integrated working, joined-up thinking, partnerships and collaboration	33 (9.1%)	*"Fostering a joined up culture"* *"Working with partners"* *"Work in partnership with the relevant authorities and groups"*
Support for and promotion of community groups, events, projects	27 (7.5%)	*"Encouraging community action and community groups"* *"Support groups financially and with expertise where already established in relevant areas e.g. charity, support groups, libraries, hubs, sport, health and fitness, well-being, work experience, transport etc."*

		"Start to introduce community projects"
Reducing reliance on cars (inc. reducing traffic, congestion, speeding, parking)	24 (6.6%)	"Use data to see if congestion charges can be used to reduce car-users" "Set out a plan to alleviate traffic congestion" "Assess the peak periods of travel to see where the key areas of traffic build up are"
Focus on safety/security (policing, speeding, violence, anti-social behaviour, drinking/drug-taking)	20 (5.5%)	"Build a stronger police force and ensure safety in a community" "Invest more in the Police and Fire Service - people feel safer when the Police are visible and the Fire Service is essential" "More accessible helplines, or create systems for women so they can get home safely"

Other themes mentioned less frequently included: importance of civic/community involvement, responsibility and pride (n=18), investment in health and wellbeing services/initiatives (e.g. physical exercise/mobility, mental health, healthy eating) (n=17), utilising technology / online services (digital services, website, social media) (n=14), reducing inequalities/poverty (e.g. North v South, low-income groups) (n=13), investment in social care services (n=8), regeneration of town centres (n=8), utilising research, data and statistics (n=7), support for vulnerable groups (n=7), support for young people (n=6), concerns/queries around Unitary authority (n=5), impact of COVID-19 pandemic (n=4), reviewing current service providers (n=3), rural isolation (n=3), impact of HS2 (n=2), tourism (n=2).

Appendix 1 – Summary of activity to promote the engagement survey

How	When	To whom
Emails		
To strategic partners from Chief Executive of WCC	29/9/2021	Chief Executives and equivalent: District & Borough councils, WALC, C&W LEP, Coventry City Council, Solihull Council, WMCA, C&W CCG, SW NHS FT, UHCW NHS Trust, GE Hospital NHS Trust Warwick University, Coventry University, Arden GEM CSU, Warwickshire College Group, Warwickshire Police, C&W Chamber of Commerce, WCAVA, Age UK Warwickshire, Equip
To strategic partners from Leader of WCC	w/c 20/9/2021	Leaders/Chairs: District & Borough councils, C&W LEP, Coventry City Council, Solihull Council, WMCA, C&W CCG, SW NHS FT, UHCW NHS Trust, C&W NHS Partnership Trust, Healthwatch Warwickshire, Healthwatch Coventry, Warwickshire OPCC, Federation of Small Businesses - C&W
To MPs from Leader of WCC	w/c 20/9/2021	MPs
To various communities and partnerships	w/c 20/9/2021	Financial Inclusion Partnership, WCAVA, Equip, Pride, Youth Parliament, Warwickshire Youth Alliance, Youth Forums, Community champions, Warwick District Faith Forum, Faith leaders, Community Safety Partnership, Making Space, Grapevine, Warwickshire Young Carers, Hillmorton Youth Club, Overslade Youth Club, Rugby College community groups, Brownsover Youth Club
To Town and Parish Councils	24/9/21	Town and Parish Councils
To elected members	23/9/21	Elected members
Via distribution lists	w/c 20/9/21	Localities mailing list c2000 subscribers; public health lists; WCC consultation & engagement (Ask Warwickshire) subscribers, Green Shoots contacts, Learning and Development Team contacts

Social media		
WCC corporate accounts and regular sharing across service led accounts including FIS; WFRS; Warwickshire Libraries; Economy & Skills	Daily posts from 18/9/21	All residents who follow social media
new images and messaging and advertising (Facebook, Instagram, YouTube, Snapchat) - boosted and targeted posts (main survey and YP version)	From w/c 4/10/21	Targeted at underrepresented groups, ethnic communities and geographic areas where numbers lower
Publications		
Warwickshire Update	Weekly while survey open	Subscribers – Warwickshire news stories
Warwickshire Matters	End September	Subscribers (town and parish councils)
Warwickshire Means Business	Sept 2021 edition	Subscribers (businesses)
Family Information Service newsletter	28/9/21	Subscribers
Heads Up (specifically young person version)	24/9/21	Subscribers (schools)
WCC Internal/Intranet		
Working for Warwickshire	24/9/21, 1/10/21, 8/10/21 & 15/10/21	All staff
Intranet home page	From w/c 20/9/21	All staff
Strategic Director and Corporate Board broadcasts	From w/c 20/9/21	All staff
Senior Leadership Forum	20/9/21	Senior leaders
Digital Advertising		
Campaign with Reach PLC (Coventry/Warwickshire Telegraph/Nuneaton News) – included digital display ads, targeted social media ads, and print ads.	w/c 11/10	Targeted to N&B and North Warwickshire
Other		
Weekly engagement packs from Marcomms	From 18/9/2021	incl. DC/BC, extensive distribution to partners
Direct email to comms leads	From 18/9/21	DC/BC comms leads; WCAVA and Equip

Appendix 2 – Main survey content

Making Warwickshire the best it can be

Our county has a great track record of stepping forward to meet big challenges. The last year and a half have been no different. Thousands of people and organisations have worked together to tackle COVID-19, support those most at risk, and look out for each other's welfare and mental well-being.

Collectively, we have found new ways to solve problems and get things done. There are still big challenges ahead of us: driving economic recovery; getting people back into work; tackling climate change; challenging inequalities; prioritising wellbeing; and keeping our communities healthy, safe and connected.

As we step forward from this extraordinary chapter, we are developing a new five-year Council Plan and want your views.

Our ambition remains to make Warwickshire the best it can be, now and for future generations. We want Warwickshire to be a brilliant county in which to grow up, work and prosper and grow old. We are proposing three outcomes to achieve our ambitions so that Warwickshire is:

1. A county with a vibrant economy and places with the right jobs, skills, and infrastructure.
2. A place where people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.
3. A place with sustainable futures which means adapting to and mitigating climate change and meeting net zero commitments.

We know too that resources remain a challenge as we face increasing demand for services, particularly in adult and children's social care, education and waste management.

Building on the Council's strong track record of delivering major transformation and over £104m of financial savings since 2014, we need to innovate and improve to deliver value for money and ensure we are a **great council and partner.**

In this survey we set out a series of draft objectives for the new Council Plan under our three strategic outcomes. We want you to consider these and tell us which are the most important to you, and your priorities for spending.

How to take part

• Complete and return this paper survey in the pre-paid envelope supplied. If you do not have a pre-paid envelope please return in a stamped envelope to: Ask Warwickshire - Council Plan, Warwickshire County Council, Shire Hall, Warwick, CV34 4RR; or hand in to your local library.

• You can also complete this survey online at www.warwickshire.gov.uk/ask.

• If you need the survey in a different format or language, please telephone our Customer Contact Centre (01926 410410) or email askwarwickshire@warwickshire.gov.uk. Our Customer Contact Centre is open Monday – Thursday (9am to 5pm and Fridays (9am – 4.30pm)

• If you want to feedback directly you can email askwarwickshire@warwickshire.gov.uk or write to: Warwickshire County Council - Council Plan Shire Hall Market Place Warwick CV34 4RL

Privacy Information

Thank you for taking the time to share your thoughts with us.

Your responses are completely anonymous. Questions for the purpose of equalities monitoring are included. You do not have to give us this information. If you do choose to provide it, we may use the data to analyse your response against your personal characteristics, such as age, in order to better tailor our services to the needs of our communities.

Following the end of a survey we shall publish the results, and this may include quotes of comments which will be anonymous.

Information you provide in any additional response to consultation and engagement activities, including personal information, may be disclosed in accordance with the Freedom of Information Act or Environmental Information Regulations. If you want the information that you provide to be treated as confidential, including your contact details, please contact askwarwickshire@warwickshire.gov.uk, but be aware that, under the under the legislation we cannot always guarantee confidentiality.

To see how we use your personal data and what your information rights are, please read our overall customer privacy notice at www.warwickshire.gov.uk/privacy or contact our Customer Service Centre on 01926 410410.

1 Please tick here to show you have read and understand the privacy notice.

☐ I have read the Privacy Notice and consent to you collecting my responses

Background Information

2 Which of these descriptions best describes why you are completing this survey? (If more than one applies, please choose your main interest).

(Required) Please select only one item

☐Warwickshire resident (Please answer Q3a next)

☐Work in Warwickshire (Please answer Q3b next)

☐Represent a business based in Warwickshire (Please answer Q3b next)

☐Represent an education setting based in Warwickshire (Please answer Q3b next)

☐Elected member of a council in Warwickshire or Parliament (Please answer Q3b next)

☐Represent an organisation based in Warwickshire (please specify below) (Please answer Q3b next)

☐Other (please tell us below) (Please answer Q3a if responding personally or if not, Q3b)

Use this box to specify organisation / tell us other reason for responding

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☐Please tick if you are an employee of Warwickshire County Council

3a If you are answering mainly as a Warwickshire resident please select the area where you live:

(Required) Please select only one item

☐North Warwickshire Borough

☐Nuneaton & Bedworth Borough

☐Rugby Borough

☐Stratford on Avon District

☐Warwick District

☐Live outside Warwickshire

☐Other (please specify below)

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3b If you are answering in another capacity, please select the district/borough where you work or undertake your role?

(Required) Please select only one item

☐North Warwickshire Borough

☐Nuneaton & Bedworth Borough

☐Rugby Borough

☐Stratford on Avon District

☐Warwick District

☐Other (please specify below)

Supporting Information about our Outcomes for Warwickshire

Based on what you have told us before and what we know about the impact of COVID-19 pandemic on Warwickshire, we have refreshed the outcomes which define what we mean by making **Warwickshire the best it can be, sustainable now and for future generations**. We want Warwickshire to be:

- **A county with a vibrant economy and places with the right jobs, skills, and infrastructure.**
- **A place where people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.**
- **A place with sustainable futures which means adapting to and mitigating climate change and meeting net zero commitments.**

To achieve these outcomes we will become even better at what we do and ensure we are **a great council and partner.**

We want to understand what you think about the proposed areas we will focus on over the next five years to achieve these outcomes.

Vibrant economy and places - Your thoughts on our proposed areas of focus

The COVID-19 pandemic had a significant impact on our local economy and our recovery from this period will take several years. Warwickshire, however, will be starting from a strong position and the local economy is one of our fundamental strengths.

Looking to the next five years, to ensure Warwickshire has a vibrant economy and places, made up of the right jobs, skills, and infrastructure our proposed areas of focus are:

Proposed areas of focus: Investment, growth and jobs: Develop a sustainable economy by focusing on productivity, targeting inclusive economic growth and attracting investment and jobs into the county.
This could include for example: a) Supporting jobs, investment and growth in key sectors for a sustainable, inclusive future economy and places   b) Promoting Warwickshire nationally and internationally and attracting inward investment to the county   c) Promoting financial and digital inclusion, targeting help to those most economically vulnerable   d) Maximising the benefits of Warwickshire's magnificent heritage, culture and visitor economy

Proposed areas of focus: Future skills: Work with business and partners to inform the key skills requirement and provision now and for the future

This could include for example:
   a) Working with the Local Enterprise Partnership (LEP) and higher and further education to get people into or return to employment, support skills, training and re-learning
   b) Developing a Warwickshire skills hub and digital careers offer
   c) Increasing the number and take-up of supported internships, apprenticeships and traineeships

Proposed areas of focus: Developing place: Develop attractive, accessible, safe, prosperous, inclusive, sustainable places where people want to live, work and visit

This could include for example:
   a) Working with others to progress housing development and area regeneration
   b) Enabling imaginative and effective Town Centre regeneration
   c) Developing a more integrated, sustainable and safe transport network

Proposed areas of focus: Connected county: Encourage the creation of infrastructure that will support strong, prosperous and accessible places and economy with improved transport, active travel, energy, and digital (fibre and mobile) connectivity

This could include for example:
   a) Accelerating the roll-out of 5G and Broadband including focusing on rural connectivity to close the gap for the 2% of hard-to-reach properties
   b) Using digital connection to attract more people to live and work in Warwickshire
   c) Investing in reliable and efficient transport networks which will help promote full employment and a strong local economy
   d) Investing in renewable energy generation and electrical charging networks

Proposed areas of focus: Educational attainment: Enabling an inclusive, high quality education for all children and young people within Warwickshire with a particular focus on vulnerable groups

This could include for example:
   a) Improving education attainment by focusing on achievement gaps, supporting those with special educational needs to fulfil their potential and helping our children and young people catch-up on their education
   b) Foster children's love of learning from birth through early childhood into starting school so that all young children achieve their potential
   c) Working with schools, parents and communities so that learners enjoy a high-quality learning experience and leave education with high employability

4 In your opinion how important are these areas of focus?

	Not important	Of little importance	Important	Very Important	Not sure/don't know
Developing a sustainable economy by focusing on productivity, targeting inclusive economic growth and attracting investment and jobs into the county					
Working with business and partners to inform the key skills					

requirement and provision now and for the future					
Developing attractive, accessible, safe, prosperous, inclusive, sustainable places where people want to live, work and visit					
Encouraging the creation of infrastructure that will support strong, prosperous and accessible places and economy with improved transport, active travel, energy, and digital (fibre and mobile) connectivity					
Enabling inclusive, high quality education for all children and young people within Warwickshire with a particular focus on vulnerable groups					

5 In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?

Best lives

Your thoughts on our proposed areas of focus

We know that during the pandemic we faced significant challenges as individuals, families and communities. We saw the impact of Covid-19 in many different ways; health inequalities became worse; many people were affected by mental health issues and residents of all ages experienced isolation and anxiety. At the same time, we saw the remarkable strengths of our communities as volunteering levels increased and people made time to support each other.

Looking to the next five years, to ensure people in Warwickshire can live their best lives, and are supported to live safely, healthily and independently our areas of focus are:

Proposed areas of focus: Child Friendly Warwickshire: a county where all young people get the best start in life
This could include for example:

a) Helping families give children the best start in life, providing early support before situations become complex
    b) Improving young people's mental health and well-being
    c) Helping young people into adulthood, with the right social and technical skills to thrive

Proposed areas of focus: Develop the conditions for a Community Powered Warwickshire: enable strong, connected, inclusive and active communities
This could include for example:

a) Putting community power at the heart of the Council's work
    b) Promoting social action and volunteering
    c) Engaging communities and investing in solutions that work for local communities
    d) Building inclusive and cohesive communities

Proposed areas of focus: Safe communities: help people and our communities to feel safe by tackling the causes and impact of crime, promoting fire safety and preventing harm from fire
This could include for example:

a) Working with communities and partners to promote safety, prevent harm, and reduce crime, anti-social behaviour and disorder across Warwickshire
    b) Reducing domestic abuse and violence, and supporting victims
    c) Promoting road safety, and reducing the level of fatalities
    d) Promoting fire safety and reducing avoidable harm from fires

Proposed areas of focus: Healthy, happy and independent lives: promote health and well-being and support independent living by understanding inequalities and preventing their causes
This could include for example:

a) Ensuring the health and social care system helps Warwickshire contain COVID-19 and learn to live with it
    b) Reducing long-term health inequalities, targeting support for healthy, physically active lifestyles where it is most needed
    c) Helping people improve their mental health and well-being
    d) Enabling adults, particularly the most disadvantaged, to live independently, happily and healthily by building on their strengths

6 In your opinion how important are these areas of focus?

	Not important	Of little importance	Important	Very Important	Not sure/don't know
Having a Child Friendly county where all young people get the best start in life					
Enabling strong, connected, inclusive and active communities					
Helping people and our communities feel safe by tackling the causes and impact of crime, promoting fire safety and preventing harm from fire					
Promoting health and well-being and supporting independent living by understanding inequalities and preventing their causes					

7 In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?

Sustainable futures

Your thoughts on our proposed areas of focus

Building on work that has already taken place and lessons from the COVID-19 pandemic, sustainability and tackling climate change have been central to our recovery. We already have in train a Council-wide climate change programme, which includes rationalising office space, tree planting schemes, electric vehicle charging points, LED lighting and have recently launched our Green Shoots Community Climate Change Fund.

Looking to the next five years, we propose to add a specific outcome around sustainable futures. Three areas of focus aim to ensure sustainable futures, adapting to and mitigating climate change and meeting net zero commitments:

- **Net zero council:** be a net carbon zero council by 2030
- **Net zero county:** mobilise residents, communities, businesses and key partners to play their part in developing and delivering a clear plan for a net carbon zero county by 2050
- **Biodiversity** - managing the natural environment to sustain and grow Warwickshire's ecology and promote wellbeing
- **Adaptation** - adapting our infrastructure and resources to respond to the impacts of climate change

What does net zero mean?

'Net zero' means getting a balance between the carbon (greenhouse gas emissions) we put into the atmosphere and the carbon we can take out of the atmosphere through trees, soil and oceans. Although some emissions can be offset (balanced) by processes that reduce carbon in the atmosphere the overall objective is for carbon emissions to be zero

8 In your opinion how important are these areas of focus/

	Not important	Of little importance	Important	Very Important	Not sure/don't know
Being a net zero council by 2030					
Mobilising residents, communities, businesses and partners to develop and deliver a clear plan for a net carbon zero Warwickshire by 2050					
Managing the natural environment to sustain and grow Warwickshire's ecology and promote wellbeing					
Adapting our infrastructure and resources to respond to the impacts of climate change					

9 In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?

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How we will deliver our outcomes by being a great Council and partner

Your thoughts on our proposed areas of focus

We will continue to improve the way we work as a council so that we can achieve the three outcomes we have described to you. This means continuing to develop our staff, our digital infrastructure, the way we engage with our communities and the way we use data and intelligence to inform decision-making.

 These changes will mean we become even better at what we do and ensure we are a great Council and partner. To enable us to deliver our three strategic outcomes, our proposal is to focus on the following areas:

Proposed areas of focus: Putting the customer first: use new technologies, data, intelligence and feedback to design high quality customer service for those interacting with the Council

This could include for example:
   a) Developing a stronger base of evidence, insights and data, and applying this to improve and integrate services, target resources and track our impact
   b) Transforming the customer experience through effective service redesign and application of our data
   c) Investing in digital technologies to improve and transform the way we work and deliver services, and maximising value for money

Proposed areas of focus: People and culture: a great, inclusive place to work where diverse and talented people are enabled to be their best in a culture of innovation and continuous improvement

This could include for example:
   a) High-quality leadership driving a high-performance culture and great values and behaviours
   b) Being an innovative Council
   c) Develop the talent, resilience and well-being of our people
   d) Equality, diversity and inclusion
   e) Modern, flexible ways of working

	Proposed areas of focus: Delivering value for money: managing our resources effectively, sustainably and maximising the value of the Warwickshire pound through social value

This could include for example:
 a) Maintaining sustainable and resilient finances
 b) Delivering good value for money
 c) Attracting investment into Warwickshire through outcome-driven commercialism
 d) Maximising outcomes for Warwickshire through social value

Proposed areas of focus: Great partnership working: work with our partners to deliver quality, well-integrated public services

This could include for example:
 a) Ensuring people get the right care at the right time by working with health agencies to establish a more joined-up system across social care and health.
 b) Taking a partnership approach to co-designing, co-producing, commissioning and if appropriate co-delivering services.

Proposed areas of focus: Communications and engagement: communicate and engage effectively with the public, partners, stakeholders and staff to support delivery of our outcomes

This could include for example:
 a) Driving strategic messaging across the county and with partners
 b) Tailoring local communications and engagement to local needs
 c) Engaging and communicating effectively with all our stakeholders

10 In your opinion how important are these areas of focus?

	Not important	Of little importance	Important	Very Important	Not sure/ don't know
Putting the customer first by using new technologies, data, intelligence and feedback to design high quality customer service for those interacting with the Council					
Being a great, inclusive place to work where diverse and talented people are enabled to be their best in a culture of innovation and continuous improvement					
Managing our resources effectively, sustainably and maximising the value of the Warwickshire pound through social value					
Working with our partners to deliver quality, well-integrated public services					
Communicating and engaging effectively with the public, partners, stakeholders and staff to support delivery of our outcomes					

11 In your opinion what key actions could Warwickshire County Council carry out to deliver these areas of focus?

Your views on spending priorities

Our funding levels and income are key to delivering our objectives.

These continue to be dominated by COVID-19 and there continues to be uncertainty about what this will mean over the short and medium term. We know that demand for the services we provide is growing, the vulnerability of those we are supporting is increasing and we are facing inflationary pressures as a result of supply/labour shortages. We need to make sure we remain financially resilient and able to respond to the type of social and economic shock we have experienced over the last eighteen months.

Having delivered over £104m savings since 2014, and with continuing demand pressures, both volume and complexity, our room for manoeuvre is limited.

We will need to do things differently and find financial benefits. We will need to innovate to be more effective, do things more efficiently and find more economical ways of doing things, as well as making judicious use of commercial opportunities to deliver our core outcomes. We will also look to increase income by charging for services where this is possible and fair. Only when these options have been exhausted will we consider reducing our service offer.

Thinking about our areas of focus we want to understand how important each of these are to you when planning how we spend our money and using any flexibility and choice we have.

12 We will always aim to make savings by innovating to be more effective, doing things more efficiently and finding more economical ways of doing things, but sometimes it may be necessary to make additional savings. In your view which areas of focus within our 3 strategic outcomes could we make savings on if we needed to? Please choose up to 3 areas of focus

	Choice A	Choice B	Choice C
Developing a sustainable economy by focusing on productivity, targeting inclusive economic growth and attracting investment and jobs into the county			
Working with business and partners to inform the key skills requirement and provision now and for the future			

Developing attractive, accessible, safe, prosperous, inclusive, sustainable places where people want to live, work and visit			
Encouraging the creation of infrastructure that will support strong, prosperous and accessible places and economy with improved transport, active travel, energy, and digital (fibre and mobile) connectivity			
Enabling inclusive, high quality education for all children and young people within Warwickshire with a particular focus on vulnerable groups			
Having a Child Friendly county where all young people get the best start in life			
Enabling strong, connected, inclusive and active communities			
Helping people and our communities feel safe by tackling the causes and impact of crime, promoting fire safety and preventing harm from fire			
Promoting health and well-being and supporting independent living by understanding inequalities and preventing their causes			
Being a net zero council by 2030			
Mobilising residents, communities, businesses and partners to develop and deliver a clear plan for a net carbon zero Warwickshire by 2050			
Managing the natural environment to sustain and grow Warwickshire's ecology and promote wellbeing			
Adapting our infrastructure and resources to respond to the impacts of climate change			

13 If additional funds were made available, which areas of focus within our strategic outcomes would you spend more on? Please choose up to 3 areas of focus.

	Choice A	Choice B	Choice C
Developing a sustainable economy by focusing on productivity, targeting inclusive economic growth and attracting investment and jobs into the county			
Working with business and partners to inform the key skills requirement and provision now and for the future			
Developing attractive, accessible, safe, prosperous, inclusive, sustainable places where people want to live, work and visit			
Encouraging the creation of infrastructure that will support strong, prosperous and accessible places and economy with improved transport, active travel, energy, and digital (fibre and mobile) connectivity			
Enabling inclusive, high quality education for all children and young people within Warwickshire with a particular focus on vulnerable groups			
Having a Child Friendly county where all young people get the best start in life			
Enabling strong, connected, inclusive and active communities			

Helping people and our communities feel safe by tackling the causes and impact of crime, promoting fire safety and preventing harm from fire			
Promoting health and well-being and supporting independent living by understanding inequalities and preventing their causes			
Being a net zero council by 2030			
Mobilising residents, communities, businesses and partners to develop and deliver a clear plan for a net carbon zero Warwickshire by 2050			
Managing the natural environment to sustain and grow Warwickshire's ecology and promote wellbeing			
Adapting our infrastructure and resources to respond to the impacts of climate change			

Future Challenges

So far, we have asked you to think about what our priorities should be over the next five years. We would now like you to try and think further ahead and consider what our priorities might need to be over a longer period. This will help us shape the long-term actions needed to make Warwickshire the best it can be, now and for future generations. Thinking about what Warwickshire should look like by 2050:

14 What three things do you think could improve life in Warwickshire for future generations?

15 What do you think Warwickshire County Council could be doing now to work towards these improvements?

Further comments

16 Please use the space below for any comments you would like to make about the areas of focus we have outlined. For example, tell us here if you think there are priority areas that aren't covered

Equalities monitoring

We want to ensure that the views of different communities across Warwickshire are taken into account. These last few questions are about you. The information you give us will remain strictly confidential and we will use it in two ways:

• Firstly, while the survey is open to understand where we need to raise awareness to encourage people to take part and have their say. This is to make sure that we hear from a broad range of people that reflect the diversity of Warwickshire's communities.

• Secondly, when the survey closes to analyse how different groups feel about the questions that have been asked.

You do not have to answer these questions. If there are any that you would prefer not to answer, please choose the 'prefer not to say' option or leave the question blank.

Please make sure that you continue to the last page of the survey to submit your feedback.

If you have any questions in relation to this data please email: equalities@warwickshire.gov.uk or call 01926 410410.

17 How old are you? Please select only one item

☐Under 18 ☐ 50-59

☐18 - 24 ☐60 - 64

☐25 - 39 ☐65 - 74

☐40 - 49 ☐75 +

☐Prefer not to say

18 Do you consider yourself to have a disability, long term health condition or learning difference?

Under the Equality Act 2010, a person is considered to have a disability 'if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities'

Please select only one item

☐Yes

☐No

☐Prefer not to say

19 How do you describe your ethnic background?

Please select only one item

☐Arab   ☐Mixed - Asian and White

☐Asian or Asian British - Bangladeshi   ☐Mixed - Black African and White

☐Asian or Asian British - Indian   ☐Mixed - Black Caribbean and White

☐Asian or Asian British - Pakistani   ☐Other Mixed Background

☐Chinese   ☐White British

☐Other Asian Background   ☐White Irish

☐Black or Black British - African   ☐Gypsy or Traveller

☐Black or Black British - Caribbean   ☐Other White background

☐Other Black Background

☐Prefer to self-describe   ☐Prefer not to say

If you prefer to self-describe please do so here

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20 How do you describe your gender?

☐Please select only one item

☐Female (including trans female

☐Male (including trans male)

☐Non-binary / agender / gender-fluid

☐Prefer to self-describe

☐Prefer not to say

If you prefer to self-describe please do so here

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[                                                              ]
[                                                              ]
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21 Do you identify as trans / transgender?

Please select only one item

☐Yes

☐No

☐In some ways

☒Prefer not to say

22 How do you describe your religion /belief?

Please select only one item

☐Buddhism   ☐Spiritualism

☐Christianity   ☐ Other religion or belief (please state below if you wish)

☐Hinduism

☐Islam   ☐No religion

☐Judaism   ☐Prefer not to say

☐Sikhism

If you prefer to self-describe your religion or belief, please do so here:

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[                                                              ]
[                                                              ]
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23 Which of the following best describes your sexual orientation?

Please select only one item

☐Asexual

☐Bi / bisexual

☐Gay man

☐ Gay woman / lesbian

☐Heterosexual / straight

☐Pansexual

☐Other (please state if you wish)

☐Prefer not to say

If you prefer to self-describe your sexuality, please do so here

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Thank you for your time. Please return your completed survey by 17th October 2021, alternatively you can hand back into your local library.

Warwickshire County Council Plan

Introduction

The Federation of Small Businesses (FSB) is the UK's largest business support organisation, promoting and protecting the interests of the self-employed and small business owners. Established over 45 years ago to help our members succeed in business, we are non-profit making and non-party political organisation that's led by our members, for our members.

The FSB in Warwickshire, Coventry and Solihull is grateful for the opportunity to respond with its views to help inform the refreshed Warwickshire County Council plan.

There are currently numerous challenges that small businesses are facing as Covid support is withdrawn and other pressures mount up, as they look to recover from the pandemic. We therefore welcome the refresh of the plan and outcomes in order to take account of the challenges ahead and to reflect the things that are most important across Warwickshire.

We fully support the overarching objective and ambition to make Warwickshire the best it can be and FSB is keen to work with the council as a valued stakeholder and partner to help achieve the relevant outcomes.

We have outlined below some views on the proposed areas that Warwickshire County Council aims to focus on over the next five years.

Proposed areas of focus - Vibrant economy and places

The local economy in Warwickshire is predominantly made up of small businesses, with 98 per cent of all businesses across the county having less than 50 employees. According to Nomis, nearly 90 per cent of all enterprises across the county in 2020 were micro businesses and sole traders. There are nearly 25,000 micro businesses and sole traders in total across Warwickshire.

While the vision on having a vibrant economy and places, made up of the right jobs, skills and infrastructure is the right one, as part of this vision there must also be a focus on small businesses which make up the local economy and can help drive local growth and create opportunities.

- **Investment, growth and jobs**

According to FSB research[1] the Governments flagship levelling up agenda will fall short of improving regional economies unless more is done to bolster business support for small firms. Small businesses are more geographically spread than big companies, and in every single local community. This means they are crucial to balancing up productivity, innovation, jobs and opportunities across towns and rural areas. Improving support and opportunities for this group will pay huge dividends, both economically and socially for local communities.

We recognise and welcome the critical business support that has been provided by Warwickshire County Council throughout the pandemic. Continued engagement with local small businesses who

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[1] https://www.fsb.org.uk/resource-report/open-for-business-21.html

form the vast majority of the local private sector economy and employment is vital when focussing on investment, growth and jobs.

Research also shows that ethnic minority and women-led businesses have been disproportionately affected by the COVID-19 restrictions. They are also more likely to rely on business support and advice from informal networks when running their businesses. This suggests that many ethnic minority and women-led firms will need targeted attention and specific business support in the months ahead, especially as traditionally many have often had a low engagement with mainstream support and advice.

Under this section we would also like to see reference to local procurement and commitments to opening up more opportunities through the county council and its partners to small businesses who not only have the capability and capacity to deliver these opportunities but also ensure that as much value as possible is put back into the local community. FSB would be willing to coordinate specific meet the buyer events and initiatives with small businesses and the council here as a specific action to help deliver on this.

- **Future Skills**

The Covid pandemic has had a significant impact on our local economy and small businesses have faced an extremely challenge period over the past 18 months. With coronavirus support and the end of furlough coming at the end of September and coinciding with challenges on many fronts - from rising energy and input costs to staff shortages and supply issues, means that the recovery is far from secured – and a strong recovery even less so.

FSB research has consistently shown that small businesses are facing skills and employment challenges. The share of firms citing lack of access to appropriately skilled staff as a barrier to growth has risen in the FSB quarterly small business confidence surveys and in the Q2 2021[2] survey had soared to its highest level on record (37%) for West Midlands firms, with the proportion of respondents citing it as a barrier up 18 percentage points compared to Q2 2019, before the pandemic hit.

The FSB is therefore keen to support Warwickshire County Council and other partners to focus on future skills and see this is a very important priority. This will help to inform the key skills requirements and provision now and for the future to ensure businesses can grow and have a positive impact on the local economy.

We would welcome continued engagement with the Warwickshire Skills hub to engage with small businesses to tackle skills challenges and future skills needs. Key actions here could include:

- Hold joint events or webinars to help inform a wider network of small businesses about the role of the Warwickshire Skills Hub and how it can benefit small businesses across Warwickshire

- An event targeted at small businesses could include businesses sharing skills and recruitment challenges, awareness raising of local support services and benefits of supported internships, apprenticeships and traineeships for businesses

- FSB would be willing to organise and coordinate a roundtable with a group of small employers to discuss skills shortages and skills challenges and issues relating to

[2] https://firstvoice.fsb.org.uk/first-voice/regional-voice/fsb-west-midlands-sbi-2021-q2-report.html

recruitment and training locally to ensure there is direct feedback to the Warwickshire Skills hub and Employability and Skills team and other partners locally

- **Developing Place**

High streets and town centres are vitally important for small businesses, with just over one third (34%) of small businesses located on or next to the high street. These businesses are facing challenges with spiralling business rates, poor infrastructure and on top of this pressures from Covid recovery including in some places footfall not returning to pre-pandemic levels.

However, town centres are changing and evolving to reflect new consumer behaviours, and more becoming a part of our social fabric, rather than just economic centres. The growth of the service economy has also left its impact on town centres and high streets, with businesses evolving beyond the buying and selling of goods, to include new services and experiences attached to perhaps more traditional roles on the high street.

We therefore welcome the inclusion of developing place in the plan as a very important focus for small businesses. While there are immediate challenges to address including the varying levels of consumer confidence and consumer behaviour in returning to high streets and town centres we welcome the ambition to develop attractive, accessible and safe places where people want to visit and enabling effective town centre regeneration.

FSB would welcome the development of a strategy for how to bolster the economically active populations of high streets, considering immediate surrounding residential areas, as well as local offices, services and other concentrations of economically active populations.

Developing a more integrated, sustainable and safe transport network will also be vital for the future of town centres and high streets but also the wider economy.

We see transport and highway infrastructure as a critical area as small businesses are heavily reliant on the local road network. According to FSB research nine in 10 (89%) of small firms consider efficient road networks to be important, for their staff, customers and trade deliveries, therefore impacting on the local economy. In terms of the levelling up agenda poor transport links reduce opportunity not just for those looking for work, or better quality work, but also for the businesses who would otherwise be able to employ them.

FSB has previously through our submissions to the Warwickshire rail strategy and other consultations highlighted the need to make improvements to transport connections between the north and south of Warwickshire to enable employees to move easily between the north and south of the county and jobs to flow freely between different districts and boroughs of the county.

Sustainable Futures

The FSB welcomes the proposal to include specific outcomes around sustainable futures to the council plan.

We see the area of focus around a net zero county and mobilising residents, communities, businesses and key partners to play their part in developing and delivering a clear for a net zero county by 2050 as important. The FSB would be keen to help inform the development of this plan and action on climate change. Any plan must be ambitious to have an impact on climate change challenge but also importantly informed by the latest scientific evidence.

Any plan should also include business support for small businesses to help on their sustainability journey. While evidence suggests that small businesses support net-zero objectives they often do not yet understand their pathways to achieve this. It will therefore be vital to ensure that small businesses are part of this transition from the beginning and any plans in place must be affordable and achievable for small businesses.

Delivery of outcomes

With the range and complexity of challenges facing local businesses across Warwickshire it is vital that the county council continue to work with partners to deliver quality, well integrated public services.

The range of partners across the region should also ensure a co-ordinated and partnership approach continues to enable businesses to be aware of the range of support available from Warwickshire County Council business, innovation and employment and skills services. Therefore would also see the communications and engagement focus as very important to deliver on the outcomes of the plan.

Part of this engagement is ensuring that the evidence base of challenges facing businesses continues to be updated, shared and discussed so that delivery and support takes account of this.

Further Comments

The FSB would welcome the opportunity for ongoing engagement with Warwickshire County Council as it develops the County Council plan 2025 and objectives further. It is critical that businesses are an integral part of the Council plan and that councils listen and consider the needs of businesses in developing the activities and objectives that form the plan, helping to grow the local economy in order to help make Warwickshire sustainable now and for the future.