

Council Plan 2022 - draft

Welcome

Welcome to the Warwickshire County Council Plan.

The Council's vision is for **Warwickshire to be the very best it can be, sustainable now and for future generations.**

So regardless of whether you live, work or study in the county we want you to understand that we want the very best for you and your family, your places and our shared environment. We are determined to help you live your best lives, to spread opportunity and to protect future generations by tackling climate change.

In early 2020 we launched an ambitious five-year plan. We had engaged extensively with residents, partners, businesses, voluntary groups and charities asking what issues they felt were most important to them.

And then the pandemic struck. Our primary focus shifted to the immediate challenge of tackling the virus. Working closely with partners, we established a COVID-19 recovery plan to ensure we did not lose sight of what we needed to do to emerge from this period in as strong a position as possible. Our Recovery Plan set out priority actions for recovery from COVID-19 while at the same time laying the foundation for the future.

Key achievements

We have delivered strongly against our recovery priorities, for example:

- Progressing our Child Friendly Warwickshire and Special Educational Needs and Disabilities Change and Inclusion programmes.
- Our work with partners to develop the new Integrated Care System in Warwickshire.
- Our Green Shoots community climate change fund and development of an ambitious climate change programme.
- Creation of our Warwickshire Property and Development Group company.
- Launching the Warwickshire Recovery and Investment Fund which will invest up to £140m in the local economy over the next five years; and
- Public consultation and engagement on a new Local Transport Plan; and
- Developing our Community Powered Warwickshire programme to harness the power of our communities to tackle inequality and social inclusion.

As we step forward, and build on these foundations, this new plan sets out our refreshed strategic priorities and areas of focus for the coming five years.

Our ambitions for change demand bold and radical action to ensure Warwickshire's children, and theirs, have better opportunities and more inclusive lives and a more sustainable future.

Covid-19 has exacerbated existing inequalities, which we need to tackle across the County. This requires us to build a strong, growing and future-focused economy as we transition to net zero and respond to the challenges and opportunities of automation.

And the urgency of tackling climate change has never been clearer. This has led to the addition of our new, third strategic priority, 'sustainable futures', so that the current generation ensures future generations can live well and reap the benefits of a sustainable and thriving Warwickshire.

Throughout the pandemic we saw many examples of people doing their best for each other and looking out for each other. Keeping this spirit alive by building a community-powered Warwickshire is central to this plan. It will require new ways of thinking and working for the Council, and in closer engagement with residents, particularly our children and young people, businesses, partners and the voluntary sector.

This plan seeks to harness the power, energy and collective endeavour of that community spirit as we look to the next five years in which we will write the next chapter of our shared story.

Cllr Izzi Seccombe / Monica Fogarty

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Our Approach

One Council, One Plan, One Budget

- Our ambition will focus on improving outcomes for Warwickshire.
- We will prioritise and deliver on those actions that will make the most difference.
- We will make investment decisions and use our resources to achieve the best outcomes

How will we manage our Plan?

- Our Council Plan is a **5-year directional strategy** supported by our **Medium-Term Financial Strategy** (MTFS)
- A suite of **key thematic strategies** underpins our ambitions
- A rolling two-year **Single Integrated Delivery Plan** brings together specific, easily trackable actions and drives our delivery
- Our plan is supported by an **evidence base on the State of Warwickshire** which we will continue to refresh to make sure we have the best possible insight to underpin our decision making
- Progress against our Plan is monitored by a **Performance Management framework** so we can track whether we are on target and take action where needed
- We will take decisions informed by a **considered and balanced approach to risk**
- We will keep our Delivery Plan and Finances under review to make sure our **actions and investment are current, relevant and affordable**
- The delivery of the Council Plan will be informed through ongoing engagement with our communities, partners, and stakeholders, in particular our new **Voice of Warwickshire** residents' panel and our **Youth Council**

Our ambition for Warwickshire

Warwickshire is a fantastic, historic county with so much to offer. This Council Plan is all about stepping forward from COVID-19 and building a happier, healthier, more prosperous, and sustainable future for you and your families, for the county's businesses and for our environment.

Our county has a great tradition of stepping up to meet big challenges. The last year has been no different. Thousands of people and organisations have worked together to tackle COVID and protect those at greatest risk. We have challenged inequalities and social disadvantage, protected the economy, and looked out for each other's physical and mental wellbeing.

Collectively, we have found new ways to solve problems and make a positive difference.

There are still big challenges ahead: getting people back into work, tackling climate change, improving living standards by addressing inequalities, prioritising wellbeing, and keeping our communities healthy, safe, and green.

We all need to work together to tackle these key aspects of levelling up across our county. We all have a stake in the county and our futures and by working together, sharing our ideas and solving problems together we stand a far greater chance of making that ambition a reality.

This Council Plan sets out our three strategic priorities to make Warwickshire the best it can be, sustainable now and for future generations:

We want Warwickshire to have a vibrant economy and places that have the right jobs, skills, education, and infrastructure.

We want to be a county where all people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.

We want to be a place with a sustainable future which means adapting to and mitigating climate change and meeting net zero commitments.



Delivering on our strategic priorities in the light of the financial pressures we face, and the increasing demand for services, will require new ways of doing things. We will continue to deliver, support and improve those key services on which so many of us rely. We will continue to develop digital solutions, improve value for money and find new, better ways to do things, working with our partners. We want you to work with us to help shape services and help develop solutions to the challenges we face.

Now is the time for us to step forward and meet those challenges together with the same energy, common purpose and commitment that characterised our response to the pandemic. We want to see strong local leadership and we will work with communities to help to create and enhance a real sense of pride in our places.

Coming together across Warwickshire’s diverse communities – those who live, work and study in the county, Warwickshire’s businesses, our public services, and community groups will keep the community spirit of the last two years alive.

Our Evidence Base

Our Council Plan, and the priorities we will deliver against, have been informed by a range of different sources. These have been brought together to ensure that our Plan is evidence-based and will achieve the right things:

State of Warwickshire

To help inform our priorities over the next five years, we have assessed Warwickshire's performance against a broad range of social, economic and environmental datasets. In many areas, Warwickshire performs very well and we have many strengths to be proud of. There are, however, areas where we want to help make improvements. The analysis, presented in our State of Warwickshire Report, identifies a number of key challenges that have helped shape our priorities in this plan. Some of the data we have access to has a delay and may not reflect the very latest situation (for example the full impact of COVID-19) but we will keep the data under review throughout the lifetime of the Council Plan and respond as new information becomes available.

- ❖ **Inequalities:** Although Warwickshire is one of the least deprived local authorities in England and on the whole performs well across many measures there are inequalities within the county. Parts of the north of the County and particularly Nuneaton and Bedworth Borough do not perform as well as other parts of Warwickshire in some measures. In addition, Nuneaton and Bedworth Borough has five lower super output areas (LSOAs) ranked in the top 10% most deprived LSOAs nationally compared to one in North Warwickshire Borough and none in the other districts and boroughs
- ❖ **An older and ageing population:** Warwickshire currently has an older population profile than England, with 20.8% of the population being aged 65 or over in Warwickshire compared to 18.5% in England. Population projections suggest that, by 2043, almost a quarter of the population in Warwickshire will be 65 or over and 13.9% will be aged 75 or over. This increase will not only have an impact on health and social care services but will influence housing, transport, and other service needs.
- ❖ **Impact of COVID-19:** the pandemic has impacted on health, wellbeing and the economy, and also patterns of service use. Not all data will reflect the true impact due to lags in publication of data and we will need to pay close attention to new intelligence as it emerges.
- ❖ **Economic Health:** the emergence of new business enterprises in Warwickshire has generally decreased since 2016 whereas business deaths have increased. Warwickshire's business start-up rate in 2019 was 11.3%, lower than the equivalent West Midlands rate (15.0%) and national rate (13.2%). The newly born enterprise 5-year survival rate in Warwickshire in 2019 was one of the lowest amongst all English county local authorities

(18th out of 24). In 2021, 3.8% of 16/17-year-olds in Warwickshire were not in education, employment, or training; this was lower than the West Midlands and national average but 5th highest amongst all English county local authorities.

- ❖ **Physical Health:** Warwickshire, in 2019/20, had the 9th highest proportion of adults classified as overweight or obese across all English counties. A higher proportion of adults were overweight or obese in the north of Warwickshire compared to the south. We also had the 9th highest prevalence of overweight and obesity in year 6 children. The prevalence of overweight and obesity in year 6 pupils in Nuneaton and Bedworth Borough (40.4%) was significantly worse than the England average (35.2%), whereas in Stratford-on-Avon District (29.9%) and Warwick District (26.2%) it was significantly better.
- ❖ **Mental Health:** we have seen a deterioration in many mental health indicators during the pandemic but there were already concerns prior to this, particularly in our younger age groups. Hospital admissions as a result of self-harm in 10-24 year-olds have been increasing and in 2019/20 were significantly higher than the rate in England and the West Midlands (577 per 100,000). Hospital admissions for mental health conditions in young people under 18 years of age have increased over the past decade, the rate in Warwickshire (127 per 100,000) is now significantly higher than the rate in England and the West Midlands.
- ❖ **CO² Emissions:** Warwickshire had the 3rd highest CO² emissions per capita of all English county local authorities in 2019. This is made up of many different elements (industrial, transport, domestic etc.) and levels vary across the county.

We will continue to monitor these, and other, indicators through our new Performance Management Framework so that we know are making a positive difference.

Learning from COVID-19 and our Recovery Plans

The Council's Covid19 Recovery Plan was approved by Cabinet in September 2020 to provide a focus to the activities needed to navigate and emerge strongly from the pandemic.

The actions taken across the county have spanned all aspects of the Council's services and the collaborative efforts between the Council, the NHS, partners, businesses, voluntary and care sectors and residents have been significant to support the needs of the County during the pandemic.

The Recovery Plan highlighted several key underpinning principles and themes which are important to focus on to ensure the longer-term recovery for the Council, communities, and the economy.

Recovery Principles
<ul style="list-style-type: none">• Target recovery activity and support to where most needed through evidence-based decisions and focusing on priority outcomes and agreed priorities.• Stabilise and accelerate the recovery for Warwickshire's people, places and businesses, including the recovery of Council Tax and Business Rates.• Tackle inequalities - helping our most vulnerable and disadvantaged citizens and communities overcome the negative impacts of COVID-19.• Join up and work in Partnership - maximise connections with partners (public services, private sector, communities, voluntary sector and citizens) to speed up recovery.• Focus on long-term environmental challenges - use recovery efforts to accelerate Warwickshire's climate change ambitions.• Apply our learning from COVID-19 - utilise learning and good practice to improve the Council as an organisation, deepen collaboration and partnership working, and strengthen place and systems-based working across Warwickshire.

These themes from the Covid19 Recovery work remain key. They have also informed what we should be focusing on and will be embedded into the Areas of Focus in this Council Plan:

- ❖ Addressing health inequalities and preventative measures, supporting mental health and wellbeing.
- ❖ Maintaining a focus on delivering our Adults and Children & Families transformation plan; Delivering our Child Friendly Warwickshire strategy.
- ❖ Enabling Educational attainment and progressing our SEND transformation programme
- ❖ Creating a Community Powered Warwickshire and enhancing our Voluntary, Community approaches; implementing our Tackling Social Inequalities strategy.
- ❖ Developing our infrastructure and assets and sustainable transport.
- ❖ Pro-actively supporting and facilitating economic recovery and growth.
- ❖ Supporting the development of future growth sectors, and ensuring we have the workforce with the necessary skills.
- ❖ Supporting the development and growth of the low carbon economy.

- ❖ Place-shaping and the creation of diverse and prosperous town centres and local economies.
- ❖ Delivering on our Net zero commitments.
- ❖ Our continuing approach to ensuring we develop our people, have effective ways of working and have supportive policies.
- ❖ Continue to develop our strategies for digital, data and performance management.

Specific actions from our recovery work that require an ongoing focus will now be included in our integrated Delivery Plan rather than through a separate Recovery Plan as we start to “learn to live” with Covid19.

Engagement with our Communities

To help us develop this Plan, we asked our residents, partners (including voluntary organisations) and local businesses through a public consultation to tell us what their priorities are. We shared our initial ideas on the areas we thought might be most important to our communities, using the three Strategic Priorities as the basis for this engagement. The feedback we received broadly confirmed the areas we need to focus on. We heard the following key messages:

Vibrant Economy and Places

- ❖ Investment in and improvement of sustainable travel and transport options.
- ❖ Access to quality education including good schools, learning, development and training opportunities.
- ❖ The importance of green spaces, wildlife, cleanliness, addressing pollution concerns.
- ❖ Improvement to and investment in local infrastructure such as road maintenance, access to local services, facilities, and amenities.

Best Lives

- ❖ Promoting and supporting health and wellbeing initiatives such as physical exercise and mental health.
- ❖ Providing support for children and young people such as youth service provision, access to a good education and quality education/career opportunities; and
- ❖ Focusing on safety and security issues such as working with community safety partners like Warwickshire Police, tackling speeding, violence and anti-social behaviour.

Sustainable futures

- ❖ Investing in and improving sustainable or 'green' travel and transport options such as walking and cycling.
- ❖ The importance of green spaces, wildlife, cleanliness and addressing pollution concerns, and
- ❖ Supporting renewable energy initiatives.

We have listened to your feedback and used these results to ensure our priorities are focused on the things that are important to you. We will also use the information you have given us to help shape our delivery plan.

We will continue to engage with our residents, businesses, partners and stakeholders, voluntary and community sectors including through our new Voice of Warwickshire Residents' Panel and Youth Council, to make sure we continue to gather input and ideas throughout the life of our delivery plan.

Looking ahead to the longer term

Our County and communities will continue to evolve and change. Looking back 30 years we have experienced huge changes in the way we live. Looking ahead we can anticipate a similar level of change and transformation. Our Council Plan focus is on the medium term - the next 5 years.

Whilst we cannot predict what Warwickshire will look like in 2050, we can be sure that the changes we will experience in future will be closely linked to key transitions and shifts in the way we live. As a leader of Warwickshire as a place, we want to be 'alive' to the bigger changes in our society and be able to make sense of these for the way we work. Both our priorities and areas of focus reflect this link to major changes and trends, and we will build out capability to continually look to the long term to ensure we are relevant, innovative and offering the very best service we can for Warwickshire residents.

Our financial context

To be added

Our Areas of Focus

Listening to the feedback you have given us about being clear on what we intend to deliver, our three priorities “Vibrant Economies and Places, Best Lives and Sustainable Futures” will be supported by seven succinct areas of focus. These seven areas set out what we will focus on over the next five years. They are a simple and clear articulation of what we will do, and they will drive both our delivery planning and our prioritisation of resources.

There are many other activities and services that we will continue to provide to our residents and communities. Just because we may not mention everything in our Council Plan doesn't mean it isn't important to us or to you.

However, these seven areas are where we are looking to make a positive difference and deliver significant improvements. They will enable us to be more focused on driving the changes you want us to address and to make a transformative change to our county.

We will ensure our key strategies help to deliver our Council plan. Where we already have these in place, they have informed our thinking and we have referenced them. We have more work to do to refresh some of our strategies and there may be areas where we will need to create new strategies.

Areas of Focus

We will.....Create vibrant places with safe and inclusive communities

Why this is important

We know from our public survey on the Council Plan and other engagement work, that community safety is important to our residents, and we want Warwickshire people to feel and be safe.

During our Covid-recovery work, we heard from our businesses and communities who all want Warwickshire's town centres to remain viable, and flourish.

We recognise that residents have a strong sense of belonging to their neighbourhoods, that green spaces are highly valued and that active neighbourhoods play a vital role in supporting wellbeing and generating stewardship at a local level.

We will achieve this by.....

- ❖ Working with our communities and partners to develop our town centres and neighbourhoods as vibrant, quality places that enhance people’s lives, strengthen their sense of belonging and generate pride.
- ❖ Promoting safety and working with partners to reduce crime and anti-social behaviour across Warwickshire.
- ❖ Reducing domestic abuse and violence and supporting victims.
- ❖ Developing and embedding joined-up approaches to fire prevention, protection and response through transforming our Fire & Rescue Service and implementing the outcomes of the Fire Inspection report.
- ❖ Promoting road safety and reducing the level of fatalities and serious injuries.
- ❖ Building our Covid response by working with partners to create and embed volunteering opportunities.

Our strategies that support this Area of Focus:

Core strategies	Supporting Strategies
<ul style="list-style-type: none">• Voluntary & Community Sector• Fire & Rescue Integrated Risk Management Plan	<ul style="list-style-type: none">• Community Safety Agreement• Youth Justice Plan• Safe Accommodation• Heritage & Culture• Waterways & Canal

What this will mean for you.....

- ❖ You will feel an increased sense of belonging to your community, feeling safe and supported and not isolated.
- ❖ Having pride in the place that you live, you will see a focus on developing and improving the areas of our county that need it the most.
- ❖ You will have the opportunity to give your views and provide feedback on what is important to you.
- ❖ Your communities can tackle local issues and develop solutions that work for them.

- ❖ You will have access to information and services on how to keep yourself, your family, your home, and workplace safe.
- ❖ You will live and work in buildings that are better protected from fire through a well-informed and targeted inspection, prevention and intervention approach.
- ❖ Your Fire and Rescue service will better reflect the diversity of the community in which you live.
- ❖ You will see a reduction in crime, domestic abuse, child exploitation and youth violence across the county.
- ❖ As a consumer you will be protected and informed by your Trading Standards service

We will..... Deliver major infrastructure, digital connectivity, and improved transport options

Why this is important

Having an integrated view on the infrastructure needs and priorities across the County will enable us to deliver against what will make the most difference to our communities.

Having sufficient affordable housing and tackling homelessness has been a key long-standing concern; we will continue to work with our partners to support this through our strategic role on highways, planning, school sufficiency and through our enabling role.

Transport affects all our lives and plays a key role in supporting the environment, wellbeing, and our economy, as confirmed by residents in the consultation on renewing our Local Transport Plan.

Ensuring that Warwickshire has an integrated and sustainable transport network is one of our key responsibilities and our Local Transport Plan helps drive our actions on this.

In a modern world, digital connectivity is revolutionising the way we live, do business, learn, and socialise, which is why we will continue to help Warwickshire to become better connected, particularly in areas with poor broadband access.

We will achieve this by.....

- ❖ Create an integrated Infrastructure strategy to enable us to deliver a joined-up approach to long term infrastructure and development needs across the County.
- ❖ Creating opportunities for investment to provide homes, places of employment and infrastructure that supports the needs of our county through the new Warwickshire Property Development Group.
- ❖ Investing in key priorities that will make a difference through our Warwickshire Recovery and Investment Fund.
- ❖ Maintaining and enhancing our transport network and renewing our local transport plan that supports health, well-being and sustainability, including creating active travel, implementing electric vehicle technology and refreshed public transport options for our residents.
- ❖ Rolling out Full Fibre and 5G connectivity across Warwickshire with a priority focus on the areas that are hard to reach.
- ❖ Encouraging the growth of a green economy and sectors, including prioritising renewable energy and infrastructure.

Our strategies that support this Area of Focus:

Core strategies	Supporting Strategies
<ul style="list-style-type: none">• Local Transport Plan 4	<ul style="list-style-type: none">• Local Transport Plan sub strategies-Rail, Bus, EV charging, Stratford

What this will mean for you....

- ❖ You will see infrastructure plans coming together to support the needs of our county, allowing for the additional housing and population growth predicted for future years.
- ❖ You will be able to use a transport network that is fit for purpose, well connected, in a good condition, utilises green technology and is safe for users.
- ❖ It will be easier for you to make more sustainable journeys (cycling, walking, using public transport).

- ❖ There will be more opportunities to take advantage of green technology, and make choices that support the environment.
- ❖ You will have access to 5G whether you live in the countryside or town.

We will..... Promote inclusive, sustainable economic growth, successful business, and future skills

Why this is important

Warwickshire has benefited from strong economic growth, as measured by GVA, during the last decade, but we face several challenges because of Covid-19 and changing and uncertain national and international economic conditions.

The County has a strong business presence in the automotive, technology and creative digital sectors, a world-class University and important Research and Development presence. The County also benefits greatly from its tourism industry which is a significant economic activity.

Sustaining our GVA growth and economic success will require our key sectors to innovate and adapt and for us to attract inward investment. This will include the growth of new high-value and green-related sectors. The county is already benefitting from new businesses in these areas.

Warwickshire has some localities that are relatively more deprived than others, with lower economic growth and higher unemployment, including amongst young people. We will continue to address regeneration and seek ways to narrow these gaps.

We also need to ensure that Warwickshire has the right skills to support future growth and to future proof how the economy might develop as a result of new technologies and changing societal trends.

We will achieve this by.....

- ❖ Supporting investment and growth in sustainable economies through leveraging our Warwickshire Recovery and Investment Fund.
- ❖ Maintaining forward momentum to support future economic shifts and build on opportunities such as the move to green technologies, developments in automation

and anticipating future societal trends.

- ❖ Working with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy.
- ❖ Creating the conditions to ensure there are well-paid jobs in the County and developing the future skills that our priority sectors need to be successful.
- ❖ Attracting inward investment and promoting Warwickshire nationally and internationally as a great partner and place to do business.
- ❖ Promoting financial and digital inclusion, targeting help to those most economically vulnerable.
- ❖ Attracting tourism and maximising the benefits of Warwickshire's magnificent heritage, culture and visitor economy.
- ❖ Promoting and supporting regeneration to create prosperity and opportunities for growth for all areas of the county.

Our strategies that support this Area of Focus:

Core strategies	Supporting Strategies
<ul style="list-style-type: none">• Economic growth strategy	<ul style="list-style-type: none">• Rural growth• Tourism• CWLEP Economic Growth• Coventry & Warwickshire Skills

What this will mean for you....

- ❖ There will be more businesses in the county, giving you more employment opportunities.
- ❖ There will be more high- quality jobs paying good salaries.
- ❖ We will provide the support, space and tools that businesses need to grow and succeed in Warwickshire.
- ❖ You will see a focus on forward thinking and investment that develops the future economies and skills that we need in Warwickshire to power economic growth.

- ❖ You will have access to the skills and digital capability you need to find the work that you want within the county.
- ❖ You will see a vibrant cultural offer across Warwickshire that is accessible and relevant to everyone. This will attract more visitors to the county, support economic growth and improve health and well-being.

We will..... Tackle climate change and deliver on our commitment to Net Zero

Why this is important

We have declared a Climate Emergency and are committed to tackling this critical global priority. We know that there is also strong support and commitment across the county to address climate change too.

We want to reduce the Council's carbon footprint to net zero and want to work with all our partners and residents in Warwickshire to support the County to do the same.

Our residents also want us to support biodiversity and environmental sustainability, and this is also an important part of our climate change programme.

We will achieve this by.....

- ❖ Continuing to Implement our Climate Emergency declaration and become a net zero Council by 2030.
- ❖ Enabling a community powered approach to work with and support partners, residents, communities, businesses, voluntary and public sector bodies to decarbonise and change behaviour towards becoming a net zero county by 2050.
- ❖ Providing the cross-county mechanisms to convene District and Borough Councils, other public sector partners, businesses and the voluntary sector to create a county-wide approach to amplify and integrate our climate change efforts.
- ❖ Promoting Biodiversity and the safeguarding of natural species, habitats and areas in our County including implementing our commitment to tree planting.

- ❖ Embedding a decarbonisation focus across our Council Plan and linking with our plans on a sustainable economy and transport system.
- ❖ Creating opportunities for “Green Shoots” investment in local initiatives to contribute to mitigating the climate emergency.
- ❖ Engaging creatively with the public on our collective responsibility to address the climate emergency through citizens’ panels and other approaches.
- ❖ Supporting the UN Sustainable Development Goals by embedding those areas relevant to us in our Climate Action Plan and how we track our progress.

Our strategies that support this Area of Focus:

Core strategies	Supporting Strategies
<ul style="list-style-type: none"> • Local Transport Plan & related (Rail, Bus, EV Charging etc) 	<ul style="list-style-type: none"> • Waste strategy, • Flood Risk Management

What this will mean for you....

- ❖ We will reduce our carbon footprint within the Council and our impact on the environment.
- ❖ Working with partners, we will provide information so you can understand how you can play your part in tackling climate change.
- ❖ You will see more local community-based activity playing a part in mitigating the effects of climate change.
- ❖ You will have more opportunities to make green choices supported by infrastructure to support new technologies (such as electric vehicles and renewables) and ways to support you to actively decarbonise your daily lives.
- ❖ We will increase the reuse, composting and recycling rate by at least x% each year to achieve an overall rate of y% of all domestic waste by [date].
- ❖ Our environmental stewardship and focus on biodiversity will provide you with pleasant green spaces to enjoy across the County as well as contributing to achieving and offsetting our net zero targets.

- ❖ We will be open and transparent on our collective progress towards our net zero targets both within the Council and with our work with partners across the county.

We will... Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children

Why this is important

We have an important and key role in supporting children and young people to get the best outcomes in life, particularly those who are most vulnerable and at risk.

We have more children in care than other similar areas and want to reduce this. We have a rise in the numbers of year 6 pupils who are obese, higher levels of children and young people needing Tier 4 mental health support compared to other similar areas, and an increase of children with an Education, Health and Social Care Plan.

Children and young people in Warwickshire have told us the issues that are important to them: places to play, a clean environment, good schools, enough food and housing for everyone and for them to be involved in important decisions. Our Children and Young People's strategy will help deliver on all of these.

We will achieve this by.....

- ❖ Supporting children and young people to remain happy, healthy and resilient by promoting physical and mental wellbeing.
- ❖ Ensuring children and young people are safe from harm and the most vulnerable are protected.
- ❖ Supporting families to make positive changes so that children have better lives/outcomes.
- ❖ Supporting children to achieve at all levels of learning and have skills for life.
- ❖ Supporting young people to be heard, be active citizens and contribute to adult life.

Our strategies that support Area of Focus:

Core strategies	Supporting Strategies
<ul style="list-style-type: none">Warwickshire Children & Young People StrategyEducation Strategy	<ul style="list-style-type: none">Early Help StrategySocial Inequalities strategy

What this will mean for you....

- ❖ More children will live safely at home with their families.
- ❖ There will be more safe and fun places to go for family time.
- ❖ We will have sufficient, high quality foster care and residential placements to meet the needs of our children in care.
- ❖ Fewer children and young people will enter the criminal justice system.
- ❖ You will be able to access new technologies in non-educational environments.
- ❖ Children and young people will have access to the support they need to maintain their emotional health.

We will..... Enable and support children and young people to have a high-quality education to achieve their potential and transform our Special Educational Needs and Disabilities provision.

Why this is important

There is a strong link between education attainment, life expectancy and health/wellbeing, which is reflected in our Council Plan priority of 'Best Lives'.

We are committed to fulfilling our duties to ensure there are sufficient school places in Warwickshire, to promoting high standards and enabling fair access to education and training, so that every young person gets the education and skills they need for a successful future.

We do this by working in partnership with schools and education providers and specifically, will continue to support efforts to narrow the attainment gap and enable covid catch-up for vulnerable groups of learners.

We are committed to deliver our duties for children and young people with Special Education Needs through a clear offer of support to them and their families. As part of this and responding to the 2021 SEND Inspection report, we are implementing a change programme to make the necessary improvements, including better and more inclusive services to deliver better outcomes for these children.

We will achieve this by.....

- ❖ Improving education attainment by focusing on achievement gaps and by supporting those with special educational needs to fulfil their potential, particularly in areas of the County where educational attainment is lower
- ❖ Helping our children and young people catch-up on their education post-covid
- ❖ Transforming our Special Educational Needs and Disabilities provision and universal offer to schools and learners, implementing the actions from our recent inspection.
- ❖ Support early years providers to enable all young children to be ready for school and achieve their potential
- ❖ Fostering children’s love of learning from birth through early childhood into starting school so that all young children are ready for school and achieve their potential
- ❖ Ensuring that we have sufficient early years and school places to meet the demographic needs of the County

Our strategies that support this Area of Focus:

Core strategies	Supporting Strategies
<ul style="list-style-type: none"> • Education Sufficiency • Education Strategy • SEND 	<ul style="list-style-type: none"> • Nuneaton Education Strategy • Autism • Outdoor Education

What this will mean for you....

- ❖ There will be more school places to meet growing demand in Warwickshire, including for learners with SEND.
- ❖ All schools and settings in the more economically disadvantaged areas of Warwickshire will all be judged as good or outstanding.

- ❖ There will be better understanding of behaviours in schools, leading to a reduction in the number of fixed-term exclusions for children in care and care leavers.
- ❖ There will be more supported routes into employment for our more vulnerable learners, with an increase in supported internships.
- ❖ More of our 16- and 17-year-olds will be in education, employment or training.

We will..... Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities

Why this is important

Supporting residents to stay healthy and well is key to improving their quality of life and tackling inequality of life expectancy. Although life expectancy at birth in Warwickshire is better than the average in England, we have seen a reduction in the period 2018-20.

However, life expectancy at birth is markedly lower in the most deprived areas of the County.

Working with our partners and the NHS, our health and wellbeing strategy aims to improve health outcomes for all our residents, and we want to address inequalities that prevent people from living their “Best Lives”.

We want our residents, particularly our most vulnerable, to age well, to live independently and be in good health and we will continue to deliver our responsibilities to safeguard and support them when needed.

Warwickshire has a growing elderly population, which has major implications for services, carers and our economy. A significant proportion of requests for adult social care services from those aged 65 or over is because of a discharge from hospital, which is a key challenge us and partners we are addressing.

We will achieve this by.....

- ❖ Supporting the most vulnerable and disadvantaged adults to live independently, and in good health by building on their strengths, while reducing the need for hospital or long-term care.

- ❖ Supporting and safeguarding of those in care, ensuring the health and social care system helps Warwickshire contain COVID-19 as we learn to live with it, and helps people’s recovery and access to services.
- ❖ Homelessness – working with partners and communities to support people who are homeless and to improve access to services.
- ❖ Reducing inequalities in health outcomes by acting on the wider determinants of health, targeting support for healthy, physically active lifestyles where it is most needed.
- ❖ Targeting action towards areas with the highest gaps in life expectancy.
- ❖ Ensuring sustainable access to services and support for those who need it the most such as addressing food poverty through the Warwickshire Food Forum.
- ❖ Helping people improve their mental health and well-being.
- ❖ Working with our partners to deliver an integrated approach to health and social care within communities and across the county in line with the implementation of the new Integrated Care System in Warwickshire

Our strategies that support this Area of Focus:

Core strategies	Supporting Strategies
Health & wellbeing strategy ASC Commissioning Intentions	<ul style="list-style-type: none"> • Adult Joint Carers • Suicide prevention • Dementia

What this will mean for you....

- ❖ When you talk to us, we will listen and focus on what matters to you, your strengths, your personal networks, and the things available to you in your community.
- ❖ There will be a noticeable improvement in mental health and well-being, and you will be able to access community support if you have mental health issues, dementia or are feeling lonely.

- ❖ If you are living with long-term conditions, you will be able to self-care and self-manage your conditions, reducing your reliance on secondary care.
- ❖ You will not have to stay in hospital longer than you need to, because support will be available to you, at home, sooner.
- ❖ You will live in a safe environment that is connected to your community, with good air quality and opportunities for physical activity.
- ❖ You will have easy access to accurate information to enable you to maintain your independence.
- ❖ Your needs as a carer will be listened to, as well as the needs of those you care for.
- ❖ You will see the County Council and NHS working together with you so you experience seamless support and can proactively manage your own health and well-being.
- ❖ You will see increased support in the community to address food poverty and tackling inequalities.

Being a Great Council and Partner

Why this is important

We are a strong Council, performing well in most areas and financially resilient, despite demand for services continuing to increase beyond our resources.

Our previous change programme put us in good shape to meet the challenges of Covid-19. The lessons of the pandemic have fundamentally altered our service delivery models; how we work with partners to support, engage and communicate with our communities; and our organisational culture, how we use our buildings and how our staff want to work.

As we step forward, increases in demand will continue and remain significant. This requires new ways to do things to maintain value for money and financial resilience. We need to deal effectively with key transitions: rapid social and technological shifts, particularly automation and the changing nature of work; using digital solutions to provide the simple, effective

service delivery options you expect; and getting our data right so that we can best target resources and activity to address growing inequalities.

We know that change will be a constant. To remain fit for the future, and to be a great Council and partner, we want to be known for three things in delivering our priorities:

1. Harnessing Community Power

As we step forward, the Council will harness the power of communities to tackle inequality and social inclusion through a community-powered approach. This requires us to work differently with residents, communities, and partners. We will build on their strengths and assets and keep the community spirit, so powerful before and during Covid, alive.

This will change our relationships and requires new ways of communicating and engaging with citizens and communities. We will change from 'what will the Council do' to 'what do we want to do together, and how could the Council support the community to deliver it?'

We will achieve this by.....

- ❖ Working with our partners and communities to develop a simple 'Community Powered Warwickshire pledge' to embed our community-powered approach.
- ❖ Running innovative projects to test, and embed, our community power model.
- ❖ Developing an evaluation framework to track progress against the Community Powered Warwickshire pledge, and an annual 'big conversation' with communities and partners to keep our momentum up.
- ❖ Refresh our approach to communications and engagement to support community powered approaches, including our new 'Voice of Warwickshire' residents' panel.

2. Using our data and digital solutions to improve service delivery

We have made huge progress developing our digital services, infrastructure and data. This capability enabled the Council to move overnight to hybrid working. Our data capability has helped us target activity, track our progress, and improve customer services.

We will build on this strong foundation through enhancements to our digital infrastructure and redesigning customer services so that they are simple, fast and effective. We will transform our data to help us target resources where they will make the biggest impact.

We will achieve this by.....

- ❖ Through our customer experience programme, redesigning services to focus on prevention, improved outcomes and reduced cost.
- ❖ Developing and delivering our 'customer promise', making it easy for you to access our information and services, and giving positive customer experience.
- ❖ Using evidence, data and insight to target resources and maximise performance.

- ❖ Using simple, clear and integrated digital technologies to improve service delivery.

3. Our people and the way we work

Our people strategy aims to make the Council a great place to work where diverse and talented people are enabled to be their best. We have made great progress on this vision.

Changes in how we work bring opportunity to reduce our estate and carbon footprint, and improve value for money. We will continue to focus on building an inclusive and diverse organisation, promoting staff well-being and developing our leadership and culture.

We will achieve this by.....

- ❖ Delivering our Equality, Diversity, and Inclusion programme so staff feel able to bring their whole selves to work.
- ❖ Being a great employer with the right culture and leadership, recruiting and developing a talented, diverse and resilient workforce, and supporting their wellbeing.
- ❖ Investing in modern ways of working and redesigned core work settings.
- ❖ Developing the right skills and culture to support innovation, continuous improvement, our net zero ambitions and community-powered ways of working.

Our strategies that support Being a Great Council and Partner

Core strategies	Supporting Strategies
<ul style="list-style-type: none"> • Digital and Data Strategy • Customer Experience Strategy • Our People Strategy • MTFS, Capital & Treasury/Investment Strategies 	<ul style="list-style-type: none"> • Property Strategy • Commercial Strategy

Making the Plan work

Delivery Programme - Our plan will be supported single integrated delivery programme for the next two years, combining the key service deliverables and change projects necessary to deliver the prioritised key areas of focus linked more closely to the outcomes described in the performance framework. We are a proposing a key change by creating a single delivery programme with no distinction between major change programmes and core service delivery. This will help mainstream and embed continuous improvement and effective change management.

Key Business Frameworks – We have reviewed all our key business frameworks to ensure they support delivery of our Council Plan, including frameworks such as risk management, performance and business planning, change, consultation & engagement and the strategy framework.

Performance Management Framework - Through a cross-party working group we have development of a refreshed Performance Management Framework. The new framework will include three interconnected levels of measures that together will align with an emphasis on assessing the delivery of the strategic objectives and ensuring we monitor the measures that most accurately reflect whether our performance is improving in areas relevant to the Plan and give assurance on future trajectories.

Community Engagement – In support of the Plan and Delivery Plan we will be enhancing the opportunities we have to capture feedback and ideas from our stakeholders. For example, a new residents’ panel, called the Voice of Warwickshire, is being trialled. This will involve a representative group of up to 1,000 residents from across the county who will be invited to participate in engagement activities on a range of policy issues. In addition, we are enabling the opportunity for more interactive, discussion-based engagement through an improved Ask Warwickshire platform. We will also continue to use existing engagement opportunities to talk to specific groups such as the Youth Council and our work with the voluntary sector. Together, these mechanisms will provide a robust, blended approach to engagement where we can use the right tools at the right times with the right audiences. All of these developments will be described and supported through a new Consultation & Engagement Framework.