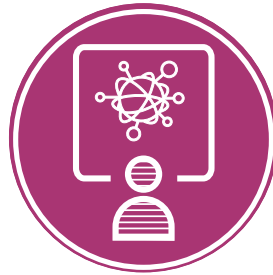


Warwickshire County Council

Council Plan





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Our ambition for Warwickshire

Welcome to the Warwickshire County Council Plan.

Warwickshire is a fantastic, historic County with so much to offer. We want everyone who chooses to live, work, do business, study or visit here to have the very best experience possible.

We have all had a tough time recently. COVID-19 has affected us in so many ways. This Council Plan is all about moving forward and building a happy, healthy, 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 forward to meet big challenges and the last two years have highlighted that. Thousands of people and organisations have worked together to tackle COVID-19 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 difference.

The combination of financial pressures and increasing demand for services, will require new ways of doing things. We will continue to deliver and improve those key services upon which so many of us rely. We will develop more digital solutions,

improve value for money and find new, better ways to do things, working with our partners.

But the future we face holds both challenges and opportunities.

- Moving to net zero
- Providing affordable and sustainable homes
- Reimagining our town centres
- Keeping our communities strong
- Making sure all our children enjoy better health, living standards and educational opportunities
- We know too that the digital revolution will not only change the way we work and live our lives but also contribute to the economy
- Traditional public service delivery models and funding will no longer be capable of meeting need in a world that reflects these changes

This plan is about Warwickshire stepping forward to meet those challenges, taking bold and radical action to level up opportunities and tackle climate change. It sets out how we plan to achieve our ambitions against the backdrop of these challenges and opportunities.

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, and for you to feel proud of where you live 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.

“This plan is about Warwickshire stepping forward to meet our big challenges, taking bold and radical action to level up opportunities and tackle climate change”

Our ambition remains to make **Warwickshire the best it can be, sustainable now and for future generations**. We want Warwickshire to be a brilliant County in which to grow up, work and prosper and grow older:

A County with a **thriving 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 **County with sustainable futures** which means adapting to and mitigating climate change and meeting net zero commitments.

This plan seeks to harness the power, energy and collective endeavour of the community spirit shown during the Pandemic. We will provide, and support, strong local leadership, working to the highest standards, and work with communities to create and enhance a real sense of pride in our places.

Now is the time for us to step forward together as we look to the next five years in which we will write the next chapter of our shared story. Across Warwickshire's diverse communities, we will meet our long-term challenges with the same energy, common purpose and commitment that has characterised our response to the Pandemic.



Cllr Izzi Seccombe OBE
*Leader,
Warwickshire County Council*



Monica Fogarty
*Chief Executive,
Warwickshire County Council*

Our ambition for Warwickshire

Three strategic priorities



We want Warwickshire to have a **thriving 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 **County with a sustainable future** which means adapting to and mitigating climate change and meeting net zero commitments, so that our generation ensures future generations can live well and reap the benefits of a sustainable and thriving Warwickshire.

Seven areas of focus



Create vibrant places with safe and inclusive communities



Deliver major infrastructure, digital connectivity and improved transport options



Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills



Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero



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



Through education, improve life opportunities for children, young people and those with special educational needs and disabilities



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

To make this happen, we will be a great Council and partner: One which harnesses community power, uses data and digital solutions to improve service efficiency and is a great organisation to work in with outstanding leadership and a talented agile workforce.

Stepping forward: developing our approach to aspiration and opportunities for all

Warwickshire is a proud and historic County that sits at the heart of England. It is a fantastic place to live, work and do business for most people. We have a thriving economy, high life expectancy, strong educational attainment and provision, including two world class universities, and low levels of young people not in education, employment or training.

But there are gaps we must address in terms of longstanding disparities, compounded by Covid-19 - access to quality jobs, poor health, low educational attainment and poor

connectivity. These disparities mean the success you enjoy in life is too dependent on where you live and who your parents are. Six of our 339 localities are in the top 10% most deprived in the country. Disparities exist in both place and for particular groups.

We need to tackle these differences to spread opportunity, embed aspiration and improve social mobility. This is a huge opportunity to help more people fulfil their potential in life and unleash the full potential of our County and all of its communities.

Our Community Powered Warwickshire approach is fundamental to tackling these disparities. We will work with partners to harness the power of communities to offer greater control over their lives and places, help improve outcomes and encourage innovation in service delivery.

We will build on the following principles:

A joint mission: we will bring together our partners from across Warwickshire's public, private, voluntary and community sectors to work together on levelling up. We will work closely with Government and regional bodies so that Warwickshire benefits from opportunities to do more locally and deliver on wider national and regional agendas.

A long-term approach: addressing disparities and increasing social mobility will take decades. As there are no quick fixes, our approach will commit to making sustainable progress on long-term issues.

Addressing root causes: we will use data, insight and partnerships to tackle the root causes of complex issues, rather than the symptoms.

Strengths-based: we will build on the strengths of individuals, communities, places and interest groups to improve quality of life for them. Our approach will not hold back other places or groups where things are better.

Data-driven: we will use data to track our long-term trajectory and progress, using national benchmarks wherever possible. We will learn and evolve our approach.

Targeted and tailored to communities of place and interest: Based on data and insight, we will target the communities of place and communities of interest that need most support. Building on their strengths, we will help them build the capacity to improve things in the long-term, tailoring our approaches to local circumstances.

This Council Plan sets out our ambitions for levelling-up under our three priorities:



Thriving economy and places – our focus will be on increasing people’s pride in where they live. We will target investment in major infrastructure and regeneration to boost social mobility and living standards where they are lower. We will help transition to a decarbonised economy providing high quality jobs, living standards and good prospects, supporting those who most struggle to find and sustain work.

People can live their best lives – our focus will be on helping people live long, healthy, happy and independent lives. We will help communities tackle the long-term root causes of disparities in health and educational outcomes, including well-being, poverty, loneliness and social isolation. We will help our children and young people get the start in life, education and skills they need, focusing on early years, those with special educational needs and attainment gaps.

Sustainable futures and climate change - climate risks will disproportionately impact the poorest and most vulnerable, so our Countywide climate change strategy must ensure our descendants can live in a sustainable County with good opportunities and quality of life. We will manage the transition to net zero in a way that widens opportunities through the growth of high value, green-related business sectors and jobs. We will mitigate risks to people’s quality of life from climate change, for example flooding and extreme weather. We will provide active travel options, support people to make behavioural changes, and invest in our biodiversity.

The £1m Warwickshire Social Impact Fund has a focus on tackling exclusion through community powered approaches, especially in those areas and among those groups most affected by COVID-19. Whilst funding was awarded before the end of the financial year 2021/22, projects will continue for up to 18 months, and the enduring impact will be felt long after this. The learning from this will inform our longer term community powered approaches.

We are expecting the Government to publish its White Paper on levelling-up early this year. The County Council has a unique role to convene all of the partners together to shape and deliver the long-term levelling-up mission for the County, working in a whole system way as we have throughout the Covid-19 Pandemic.

After the White Paper is published, building on the Council’s Tackling Social Inequalities in Warwickshire strategy, we will develop - with our partners - a Countywide approach to levelling-up and aim to publish this by July 2022.

Where Warwickshire has strengths, we will maintain and build on these. Where there are opportunities, we will embrace them. And where there are disparities, we will tackle them.



Warwickshire's economic output has been strong over the last decade, In 2019, we ranked **10th amongst all English counties**, and

unemployment in Warwickshire is **lower** than both the West Midlands and England.

Levels of **pay** have also consistently increased during the last decade.

The number of **people claiming Universal Credit and Job Seekers Allowance** increased significantly in March 2020 but has decreased since restrictions eased in April 2021.



Tackling disparities

Not all places enjoy equal prosperity and growth - where this is the case, we will focus on promoting and supporting regeneration.

Education attainment levels in Warwickshire across all key stages were better in 2018/19 than the West Midlands and England averages.

The number of of **16/17** year olds in Warwickshire who are not in education, employment or training (NEET) is **lower** than the West Midland and national average, at **3.8%** in 2021.

Warwickshire has an **older population profile** than the rest of England. By 2043 almost a quarter of our population will be **65 or over**, and **14%** will be aged **75 or over**.

The average time in poor health is **19.9 years for women** and **15.5 years for men** in Warwickshire.

Life expectancy is **8.2 years lower** for men and **5.7 years lower** for women in the most deprived areas of Warwickshire than in the least deprived areas.

In 2020/21, Warwickshire had the **highest proportion of older people** who were still at home 91 days after discharge from hospital

into reablement or rehabilitation services out of all county local authorities nationally.

Warwickshire has a **higher than average proportion** of households classed as fuel poor. Pressure will increase as prices continue to rise.



Tackling disparities

There are **583,800** people living in Warwickshire, **38,100 (6.5%)** of whom live in the **20% most deprived areas** in England and Wales. Of these, around **9,000** are children aged 16 or under.

Around **19,000** children live in relative low-income families.

At **Key Stage 4** (young people aged 14 - 16) there was a **37% gap** in educational attainment between disadvantaged pupils and non-disadvantaged pupils

Life expectancy is 8.2 years lower for men and 5.7 years lower for women in the most deprived areas of Warwickshire than in the least deprived areas.

You told us:

Helping to support happy, healthy and independent lives is one of the top three areas we should invest in if resources were available.

When we asked our residents what could we do to help improve life in Warwickshire for future generations, the most popular responses were improvement of sustainable or green travel and general environmental concerns.

Warwickshire boasts excellent transport links and is the hub of the motorway network, however this presents it's own climate challenges. Warwickshire had the **third highest CO2 emissions** per capita of all English county local authorities in 2019. The rate of publicly available electric vehicle **charging points** has **more than doubled** in Warwickshire over the past two years and is slightly above the national average.

The percentage of household waste sent for reuse, recycling and composting in Warwickshire remains above the national average.



Tackling disparities

Climate risks will disproportionately impact the poorest and most vulnerable, so our Countywide climate change strategy must ensure all our descendants can live in a sustainable County with comparable opportunities and quality of life.

For further information see the State of Warwickshire report or visit **data.warwickshire.gov.uk**

Our financial position

Local authorities are required by law to have a balanced budget. For us this means a sustainable, balanced budget based on sound assumptions, which shows how our spend will be managed within the income available to us over the short and medium term. We have a rolling five-year Medium-Term Financial Strategy which helps us to plan ahead, taking into account government grants, business rates and Council tax income. Our approach helps us do this in a planned and prudent way, so we make effective use of the funds available to us to provide good quality services for our residents. Where appropriate, we will invest in physical assets to benefit those who live in, work, and visit the County.

The economic situation we face remains hugely challenging, due to growing inflationary risks, supply and labour shortages, and the demand for services rising more quickly than our resources.

The direct and indirect impacts of these factors are unknown and continue to be highly volatile. Adding to the mix, we are dealing with the on-going financial impact of COVID-19 and delivering on our ambition to invest in recovery.

Our Medium-Term Financial Strategy will be reviewed at least annually in order to remain dynamic, robust, ambitious, and ensure we continue to be financially sustainable. We will use reserves to manage financial risk over the medium term. Any reserves not needed to manage financial risk will be used for time-limited investment to support the delivery of the Council's outcomes or to deliver savings and reduce demand in future years. We will continue to become more commercially minded in how we run services and make decisions. This will ensure the Medium-Term Financial Strategy for 2022-27 will be fully balanced on an ongoing basis and we will remain financially resilient.

	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Resources					
Government grant	-85	-82	-82	-82	-82
Business rates	-74	-75	-76	-78	-80
Council tax	-346	-360	-379	-394	-410
Reserves	-19	-12	-1	4	0
Total Resources	-524	-529	-538	-550	-572
Spending					
Current Budget	466	466	466	466	466
Inflation	21	35	47	59	72
Spending need	47	54	69	83	100
Budget reductions/savings	-10	-26	-44	-58	-66
Total Spending on Services	524	529	538	550	572

	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Investment in Assets/Infrastructure	250	212	155	123	105
Resourcing					
Grants and contributions	-99	-42	-36	-22	-23
Sale of assets	-13	-31	-18	-40	-32
Borrowing	-138	-139	-101	-61	-50
Total capital investment resources	-250	-212	-155	-123	-105

Create vibrant places with safe and inclusive communities



Area of focus

What this means for you

You will feel a powerful sense of belonging to your neighbourhoods and **feel proud of the places in which you live**. This means we will make sure that major infrastructure developments are delivered alongside the **social infrastructure** required to build thriving communities.

We will **work with and engage communities** to **develop and improve** the opportunities for you. Targeting local needs in the most deprived areas of our County.

You will see **viable and flourishing town centres and green spaces** that can be enjoyed by everyone. We will listen to what is important to you and work with you to make sure your communities can tackle local issues and develop solutions that work for you.

We know that safety and wellbeing is important to you – **you will be safe and feel safe and feel supported, not isolated**. You will have **access to information and services** that help to keep you, your family, your home, and workplace safe. And as a consumer **you will be protected and informed** by our Trading Standards service.

Warwickshire Fire & Rescue Service ensures that you will be provided with a suitable and sufficient response, enabling you to **live, work and travel in Warwickshire safely**.

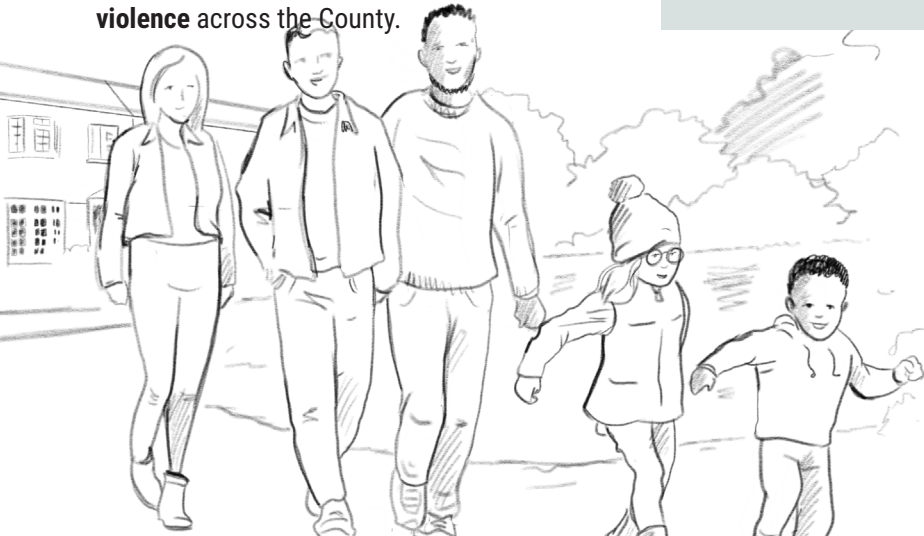
We will work with you to **reduce crime, domestic abuse, child exploitation and youth violence** across the County.

We will achieve this by...

- Working with our communities and partners to reimagine our town centres and create vibrant, quality neighbourhoods that enhance people's lives, strengthen their sense of belonging and generate pride in our diverse places.
- Helping residents to feel safer by working with partners to reduce crime and anti-social behaviour.
- Reducing domestic abuse and violence, and supporting victims.
- Developing and embedding joined-up approaches to fire prevention, protection and response.
- Our Fire and Rescue Service will deliver prevention, protection and response activities and will enhance its performance through developing a workforce that better reflects our communities.
- Promoting road safety and reducing the level of fatalities and serious injuries.
- Building on our COVID-19 response by working with partners to create and embed volunteering opportunities and support our voluntary and community organisations to increase local and social activities.

Strategies which support this:

- Warwickshire voluntary and community sector strategy 2020-2025
- Warwickshire Fire & Rescue Integrated Risk Management Plan 2020-2025
- Warwickshire Heritage and Culture Strategy 2020-2025
- Warwickshire Safe Accommodation Strategy 2021-2024



Deliver major infrastructure, digital connectivity and improved transport options



Area of focus

What this means for you

You will see **long-term infrastructure plans** which will enable us to make the greatest positive difference to levelling up our communities. The plans will be integrated with those long-term transitions such as **achieving net zero**.

You will see those plans reflect the need for **sufficient affordable housing** in line with the predicted population growth, and **tackling homelessness**. Additional housing and business premises will help you to find **a good place to live and work**.

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. Through our investments in infrastructure, **you will have more opportunities to make choices that support the environment**. It will be easier for you to make more sustainable journeys such as **cycling, walking or using public transport**.

Your quality of life will be improved by **digital connectivity**. It is revolutionising the way we live, work, do business, learn, and socialise. Digital connectivity is creating **employment opportunities** and increasing the ability for hybrid working.

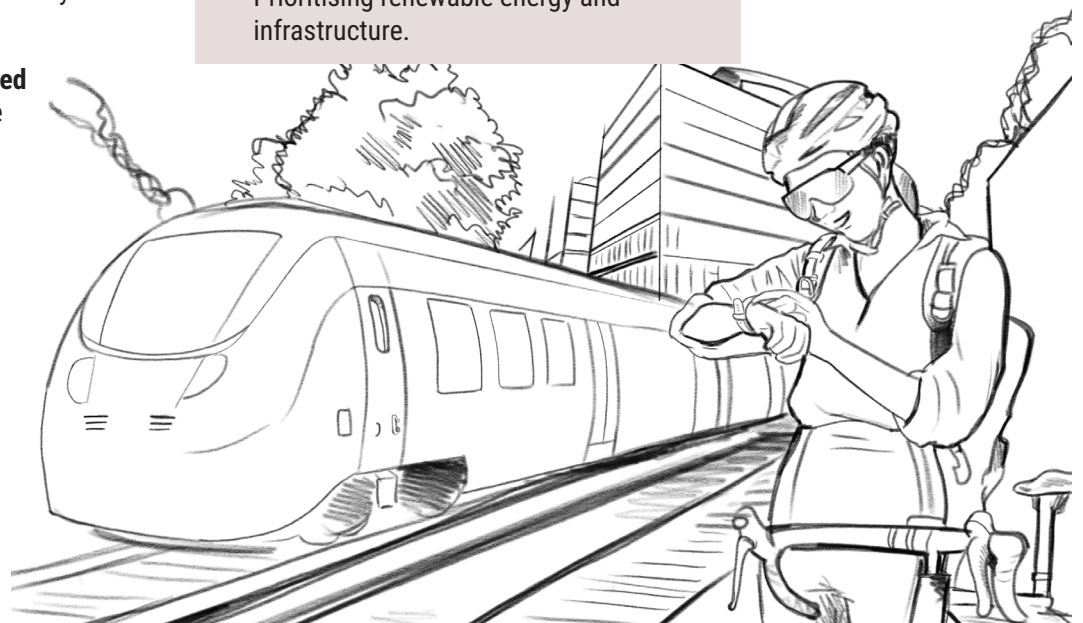
You will have **access to high-speed broadband** and 5G whether in the countryside or town.

We will achieve this by

- Creating a long-term Infrastructure Strategy across the County, and implementing our new capital management framework
- Creating opportunities for investment to provide homes, including the priority worker help to buy scheme, commercial premises and infrastructure in the County through the new Warwickshire Property and Development Group.
- Investing in property and infrastructure through the Warwickshire Recovery and investment fund, to encourage business development and growth and create jobs.
- Delivering on the new Local Transport Plan, enhancing our transport network to support health, well-being and sustainability. This Plan will prioritise 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 areas, particularly rural ones, that are hard to reach.
- Prioritising renewable energy and infrastructure.

Strategies which support this:

- Local Transport Plan 2011-2026 (including associated/integrated sub-strategies)
- Digital Infrastructure strategy
- WCC Highway Asset Management Strategy
- Investing in Warwickshire Capital Strategy



Promote inclusive, sustainable economic growth, successful businesses, good quality jobs and future skills



Area of focus

What this means for you

Your quality of life will improve as a result of **more businesses in the County**, giving you more employment opportunities and more **high quality jobs** paying good salaries.

We will continue to prioritise regeneration activity where there is lower economic growth and higher unemployment, including amongst young people. You will see **improved social mobility and opportunity for everyone** regardless of their background.

You will see a focus on investment that supports key economic sectors, industries and skills that we need in Warwickshire to **power sustainable growth and the transition towards a net zero economy**.

Sustaining growth and economic success will require our key sectors to innovate and adapt and for us to attract inward investment. You will see the **growth of new high-value and green-related sectors** and we will provide the support, space and tools that businesses need to grow and thrive in Warwickshire.

You will have **access to the skills you need to find the work that you want** within the County.

And you will see a **vibrant cultural offer** across Warwickshire that is accessible and relevant to everyone; to attract more visitors to the County, support economic growth and improve health and well-being.

We will achieve this by

- Supporting investment, sustainable growth and future employment opportunities through our £140 million Warwickshire Recovery and Investment Fund.
- Creating the conditions and helping support new businesses to start, scale and grow to power the Warwickshire economy.
- 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.
- Working with our world class universities on research and development to power growth and innovation.
- 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 into Warwickshire, promoting the County nationally and internationally as a great place to do business.
- 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, particularly in places with the lowest social mobility.

Strategies which support this:

- WCC Economic Growth Strategy 2020-2025



Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero



Area of focus

In 2019, the Council declared a Climate Emergency. We know that there is also strong support and commitment across the County to address climate change.

We want to reduce the Council's carbon footprint to net zero by 2030 and want to work with all our partners and residents in Warwickshire to support the County to do the same no later than 2050.

What this means for you

You will see more local community-based activity playing a part in **mitigating the effects of climate change**.

You will be supported by infrastructure and **new technologies**, such as **electric vehicles** and **renewables**.

You will have access to **information to help you to understand what you can do to play your part in tackling climate change** and ensure you have more opportunities to make choices to decarbonise your daily life.

Our **focus on biodiversity and environmental stewardship** will provide you with pleasant green spaces and trees to enjoy across the County as well as contributing to achieving and offsetting our net zero targets.

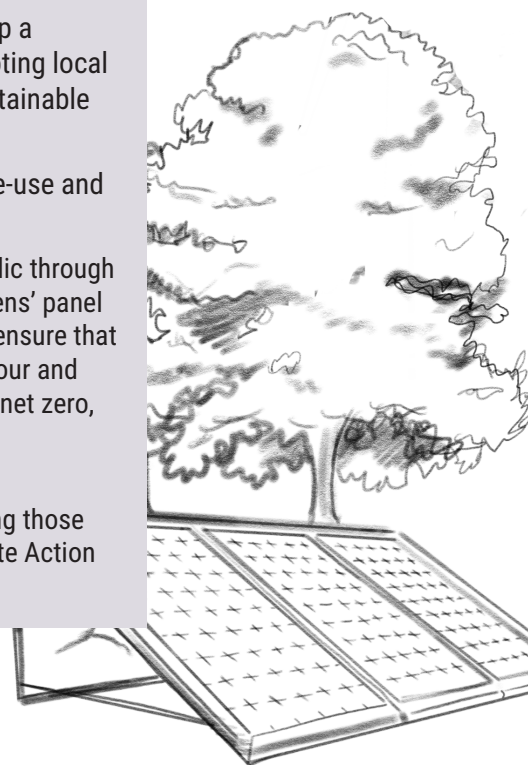
You will have **open and transparent information about progress towards our net zero targets**. You will see your Council **continue to reduce its own carbon footprint** and impact on the environment.

We will achieve this by

- Producing, with public sector, business and voluntary sector partners and Government, a costed plan and trajectory for the County to be net zero no later than 2050, that is clear with Government about resources and support necessary to deliver national and local aspirations on net zero.
- Becoming a net zero Council by 2030, focusing particularly on our buildings and fleet.
- Through our 'Green Shoots' community climate change fund, and engagement with communities and partners, enabling residents to decarbonise and change their behaviours to mitigate the climate emergency.
- Promoting biodiversity and safeguarding natural species, habitats and areas by implementing our commitment to ensure a tree is planted for every resident by 2030, and improving biodiversity net gain.
- Embedding our plans to develop a sustainable economy by promoting local shopping, active travel and sustainable transport systems.
- Minimising waste, increasing re-use and recycling
- Engaging creatively with the public through our 'Voice of Warwickshire' citizens' panel and other approaches. This will ensure that our actions to encourage behaviour and lifestyle changes in the push for net zero, are informed by residents.
- Supporting the UN Sustainable Development Goals by embedding those areas relevant to us in our Climate Action Plan and tracking our progress.

Strategies which support this:

- Local Transport Plan 2011-2026 (including associated/integrated sub-strategies)
- WCC waste core framework and strategy-2025
- Net zero strategy - *under development*
- Local Flood Risk Management Strategy
- Minerals Plan - *under development*





Area of focus

Deliver our Child Friendly Warwickshire strategy - happy, healthy, safe children

What this means for you

Children and young people in Warwickshire will be supported **to get the best outcomes in life**, particularly those who are most vulnerable and at risk.

Children and young people will have places to play and a healthy environment. They will **attend good schools** and they will be **involved in decisions** which affect them.

More children will **live safely, at home** with their families.

Children in care will have **high quality foster care** and **residential placements**.

Fewer children and young people will enter the criminal justice system.

Children and young people have access to **technology to support their learning at home**.

Children and young people will have **access to the support they need** for their emotional health.

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 life outcomes.
- Supporting young people to be heard, be active citizens and contribute to adult life.
- Providing easy access to local multi agency support for the whole family through the development of Family Hubs
- Working with our NHS partners to tackle waiting times for Autism Spectrum Disorder assessments and provision.
- Through our Fair Chance Employer initiative and employment support services, creating opportunities for people with SEND, particularly those with Autism Spectrum Disorder, to progress to sustainable employment.

Strategies which support this:

- Warwickshire Children and Young People strategy 2021-2030
- Warwickshire Education Strategy 2018-2023
- Warwickshire Youth Justice Plan - *annually refreshed*



Through education, improve life opportunities for children, young people and those with special educational needs



Area of focus

What this means for you

More children living in the most disadvantaged parts of the County **will be school ready**.

There will be **sufficient early years and school places in Warwickshire** including for learners with Special Educational Needs and Disabilities (SEND).

The needs of children and young people with SEND will be **better supported**.

More schools and settings in the most disadvantaged areas of Warwickshire will be judged as good or outstanding.

Young people will be able to **access education and develop the skills** they need for a successful future.

Children and learners requiring help to catch up with their education **will continue to be supported**.

Where there are **lower educational attainment levels**, these **will be improved**.

There will be better **understanding of behaviours in schools**, leading to a **reduction in the number of fixed-term exclusions**.

More children will achieve good GCSE and Level 3 qualifications.

More of our 16 and 17 year olds' will be **in education, employment or training**.

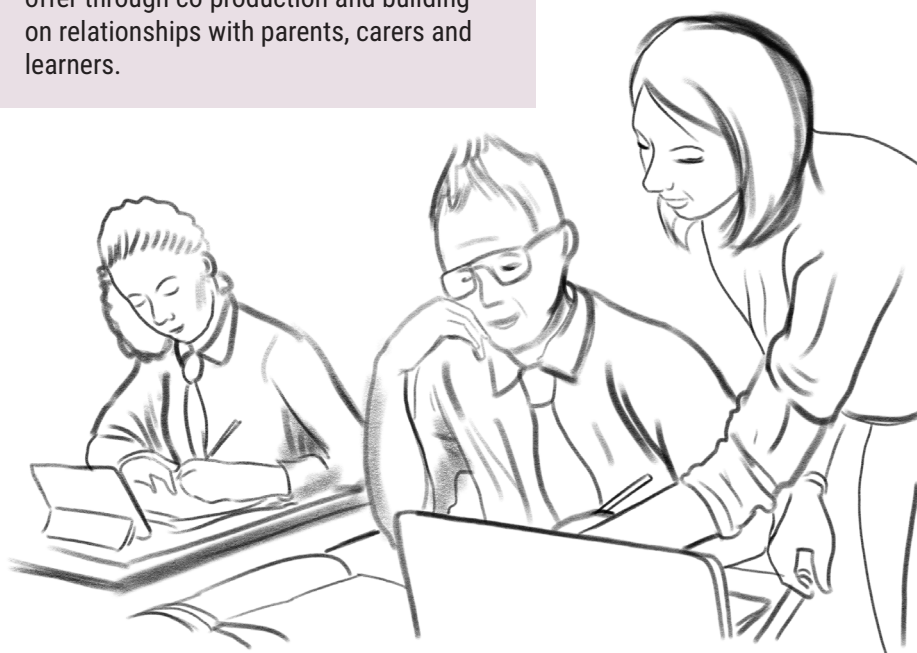
There will be **more supported routes** into employment for our more vulnerable learners, with an increase in supported internships.

We will achieve this by

- Supporting early years providers to enable all young children to be ready for school and to achieve their potential, particularly those from disadvantaged backgrounds.
- Supporting children to achieve at all levels of learning; to be well prepared for the future of work and have skills for life.
- Ensuring that we have sufficient early years and school places to meet the demographic needs of the County.
- Working with local universities and other partners to improve educational attainment and social mobility, particularly focusing on areas of the County where educational attainment is lower, for example implementation of the Nuneaton Education Strategy.
- Helping our children and young people to catch up on their education post COVID-19.
- Supporting everyone with special educational needs to fulfil their potential. Transforming our SEND provision, through our change programme and universal offer through co-production and building on relationships with parents, carers and learners.

Strategies which support this:

- Warwickshire Education Strategy 2018-2023
- Warwickshire SEND and Inclusion Strategy 2019-2023
- WCC Education Sufficiency Strategy 2018-2023
- Outdoor Education Strategy



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



Area of focus

What this means 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.

You will see the differences in **healthy life expectancy** across the County tackled.

You will have **easy access to accurate information** to enable you to maintain your health and independence.

You will see an **improvement in mental health and well-being** across the population, and you will be able to access community support if you have mental health issues, dementia or are feeling lonely.

You will **live in a safe environment that is connected to your community**, with **good air quality** and opportunities for **physical activity**.

If you are living with long-term conditions or a disability, **you will be supported to better manage your own personal care**, reducing your reliance on secondary care.

You will benefit from access to **digital and assistive** technology to support healthy, independent living.

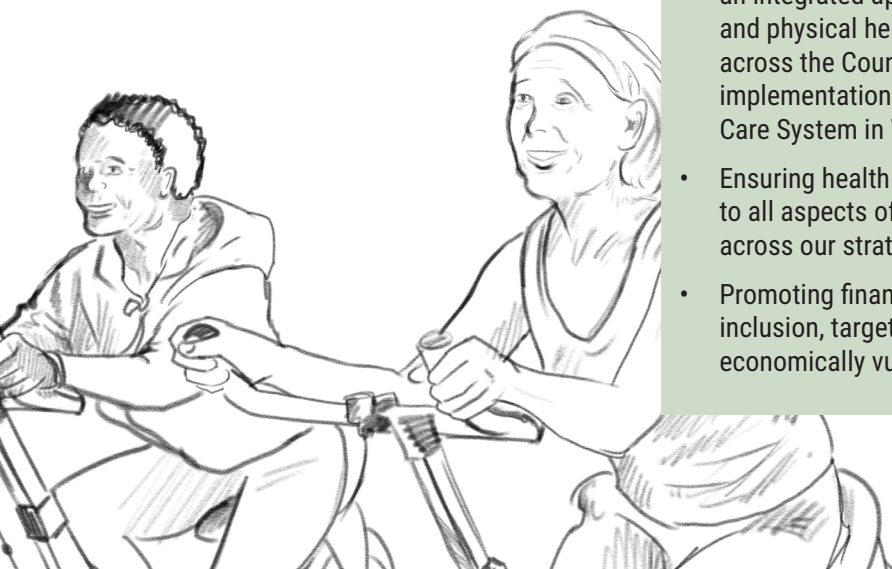
You will **not have to stay in hospital longer than you need to**, because support will be available to you, at home, sooner.

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 those in care, ensuring the health and social care system helps Warwickshire contain COVID-19 as we learn to live with it, and help people's recovery and access to services.
- 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 the areas and population groups with the highest gaps in life expectancy and poorest health outcomes.
- Ensuring sustainable access to services and support for those who need it the most such as addressing food poverty through the Warwickshire Food Forum.
- Working with our partners to deliver an integrated approach to mental and physical health and social care across the County in line with the implementation of the new Integrated Care System in Warwickshire.
- Ensuring health and wellbeing is integral to all aspects of the Council's work and across our strategic priorities.
- Promoting financial and digital inclusion, targeting help to those most economically vulnerable.

Strategies which support this:

- Warwickshire Health & Wellbeing Strategy 2021-2026 (including associated strategies)
- Coventry & Warwickshire Integrated health & care strategy - *under development*
- Coventry & Warwickshire Health Equalities Strategic Plan - *under development*
- Tackling Social Inequalities in Warwickshire strategy 2021-2030
- Warwickshire Suicide Prevention Strategy 2016-2020 - *being updated*
- Warwickshire Living well with Dementia Strategy Refresh 2016-2019 - *being updated*
- Warwickshire's Joint Adult Carers Strategy 2017-20 - *being updated*



Be a great Council and partner

Why this is important

We are a strong Council, performing well in most areas. Our external auditors have given 'green' ratings for our financial sustainability and governance, 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 and how and where our staff work.

As we step forward, increases in demand will

continue and remain significant. This requires new ways of doing 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 by getting our data right 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

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 alive the community spirit, so powerful before and during COVID-19.

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 offer 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 offer, and we will convene an annual conference with communities and partners.
- Refreshing our approach to communications and engagement to support community powered approaches, including our new 'Voice of Warwickshire' residents' panel.

Strategies which support this:

- Digital and Data Strategy - *being revised*
- Customer Experience Strategy 2020-25
- Our People Strategy
- Social Value Policy
- Voluntary and Community Sector
- Medium Term Financial Strategy (MTFS),
- Capital Strategy
- Treasury Strategy
- Investment Strategy
- Reserves Strategy

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

We have made huge progress developing our digital services, and our infrastructure and data capabilities. This has enabled the Council to move successfully, overnight, to hybrid working.

We will build on this strong foundation through enhancements to our digital infrastructure and redesigning our 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

- Redesigning services to focus on prevention, improved outcomes and reduced cost through our customer experience programme.
- Developing and delivering our customer promise, making it easy for you to access our information and services, giving you a 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

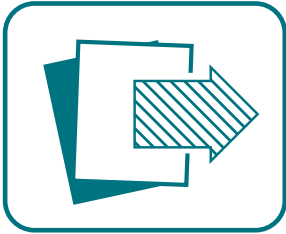
Our people strategy aims to make the Council a great place to work where diverse and talented people are enabled to be their best, excel and innovate. We have made great progress on this vision.

Changes in how we work bring opportunities 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.

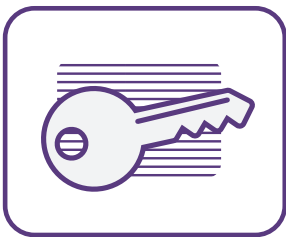
We will achieve this by

- Delivering our Equality, Diversity, and Inclusion programme to create a positive and welcoming culture in which everyone can thrive.
- Being a great employer with the right culture and leadership, recruiting and developing a talented, diverse and resilient workforce, whilst supporting their wellbeing.
- Striving to maintain high standards in everything we do.
- 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.

Making the plan work



Delivery Programme - Our plan will be supported by a single integrated delivery programme which we will refresh each year on a rolling basis, alongside the annual Medium Term Financial Strategy. We will publish the delivery plan and progress updates on a quarterly basis.



Key Business Frameworks – We have reviewed all our key business frameworks to ensure they support delivery of our council Plan.



Performance Management Framework – this will allow us to assess delivery of the strategic objectives and ensure we monitor the measures indicating performance and direction of travel.



Community Engagement – we will enhance opportunities to capture feedback and ideas from our stakeholders. We have launched a new residents' panel, 'Voice of Warwickshire', and we are improving our consultation and engagement platform 'Ask Warwickshire' to include more interactive, discussion based activity. We will continue to talk to specific groups such as the Youth Council and the community and voluntary sector.

For more information visit:
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